



Homeland Security

U.S. Department of Homeland Security FY 2020 - 2022 Annual Performance Report

With honor and integrity, we will safeguard the American people, our homeland, and our values.

About this Report

The U.S. Department of Homeland Security Annual Performance Report (APR) for Fiscal Years (FY) 2020-2022 presents the Department's performance measure results and FY 2021 and FY 2022 targets. It also summarizes information on key initiatives in the DHS Performance Management Framework related to the Strategic Review, our FY 2020 results for the Department's Agency Priority Goals (APG), and also includes the Human Capital Operating Plan. The report is consolidated to incorporate our annual performance plan and annual performance report.

For FY 2020, the Department's Performance and Accountability Reports consist of the following three reports:

- DHS Agency Financial Report | Publication date: November 16, 2020
- DHS Annual Performance Report | Publication with the DHS Budget
- DHS Report to our Citizens (Summary of Performance and Financial Information) | Publication date: March 29, 2021

When published, all three reports will be located on our public website at:
<http://www.dhs.gov/performance-accountability>.



Contact Information

For more information, contact:

Department of Homeland Security
Office of the Chief Financial Officer
Office of Program Analysis and Evaluation
245 Murray Lane, SW
Mailstop 200
Washington, DC 20528

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Section 1: Overview



COVID-19 Response

“FEMA is bringing together whole of government, whole of nation, to include our business partners to make sure that we can navigate our way out of this.”

Pete Gaynor
FEMA Administrator



The **Overview** section includes a brief review of the Department’s organizational structure followed by a description of the DHS Organizational Performance Management Framework and a brief summary of Departmental results.

Introduction

This report provides a representation of our performance results for FY 2020, along with those planned for FY 2021-2022, aligned to our organizational structure. It satisfies the requirement to publish the Department’s FY 2020 Annual Performance Report (APR) and the FY 2022 Annual Performance Plan. DHS uses our strategic set of measures contained in this report as a means to communicate our progress and the value the Department provides to our stakeholders while providing an accountability structure for the agency. Additional performance measure information is provided in the Overview chapter of each Component’s Congressional Budget Justification, which contains both our strategic measures included here and our management measures. This APR can be found on our public web site at [Performance & Financial Reports \(https://www.dhs.gov/performance-financial-reports\)](https://www.dhs.gov/performance-financial-reports), and the Congressional Budget Justification is located at [DHS Budget \(https://www.dhs.gov/dhs-budget\)](https://www.dhs.gov/dhs-budget).

Organization

DHS’s Operational Components (shaded in blue) lead the Department’s operational activities to protect our Nation. The remaining DHS Components (shaded in green) provide mission support and business support activities to ensure the operational organizations have what they need to accomplish the DHS mission. For the most up to date information on the Department’s structure, visit our web site at <http://www.dhs.gov/organization>.



Figure 1: DHS Operational and Support Components

DHS Organizational Performance Management Framework

DHS designed our performance management framework to drive initiatives that support progress on advancing the DHS mission and delivering value to external stakeholders. The visualization below shows the various framework initiatives and displays which ones emanate from the original Government Performance and Results Act (GPRA) legislation of 1993, and those added when its companion legislation, the GPRA Modernization Act (GPRAMA), was enacted in 2010.



Figure 2: DHS Performance Management Framework

Performance Community

The DHS performance community is led by the Chief Operating Officer (COO), the Performance Improvement Officer (PIO) who is also the Director of Program Analysis and Evaluation (PA&E), and the Deputy PIO (DPIO) who is also the Assistant Director for Performance Management in PA&E. These leaders are supported by Performance Analysts in PA&E located under the DHS Chief Financial Officer (CFO) in the Management Directorate of DHS. The PIO, DPIO, and PA&E Performance Analysts are the liaison to our DHS Component performance management leaders and collaborators, along with various external stakeholders interested in performance management (shown in the graphic below).

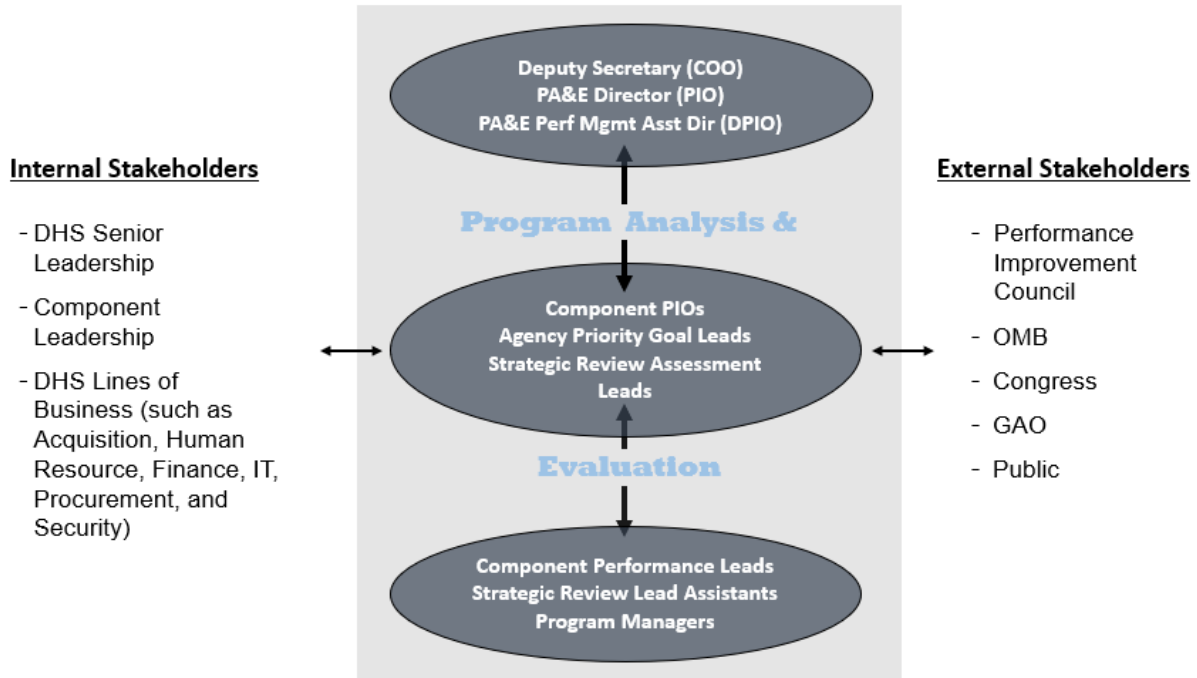


Figure 3: DHS Organizational Performance Community

DHS Component PIOs, Agency Priority Goal (APG) Leads, and Strategic Review Assessment Leads are the senior leaders driving performance management efforts in their respective Components. Component Performance Leads are the critical liaison between DHS PA&E and Component leadership and program managers for all performance management initiatives. They communicate guidance and initiatives, provide advice on measure development concepts, collect and review measure results, and coordinate with Component leadership on performance management initiatives. Strategic Review Lead Assistants play a key role in planning and managing Assessment Team efforts annually and refining and delivering key findings from the review process. Program managers across DHS Components are contributors to the Strategic Review assessment, along with generating ideas for performance measures, producing measures data, and using the information to manage and improve operations.

Performance Measurement

With the support of leadership and our Components, PA&E initiates the annual measure improvement process to enhance our set of publicly reported measures to more effectively convey the results delivered to stakeholders. The process is designed to allow flexibility in measures being tracked and reported to reflect changing dynamics in the environment, along with shifts in Administration priorities and programmatic shifts in operations and authorities. Improvement ideas are derived from several sources:

- Feedback provided by senior leadership to mature our ability to describe the value delivered by DHS;
- Component leadership and program managers desire to implement measures that are meaningful to current operations and goals;

- Suggestions from PA&E Performance Analysts working to fill gaps and improve quality;
- Suggestions from the Office of Management and Budget (OMB) to achieve greater visibility into program performance and connections to program resources; and
- Recommendations from other external stakeholders such as the Government Accountability Office (GAO) and Congress.

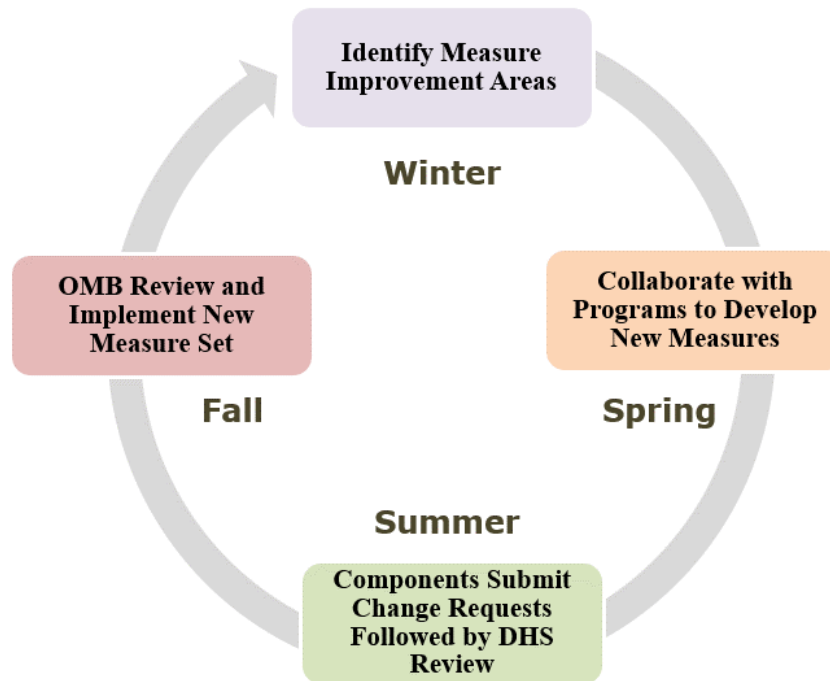


Figure 4: DHS Annual Measure Improvement Process

While measure improvement is iterative, we use the annual process to mature the breadth and scope of our publicly reported set of measures, as shown in the figure above. The process offers flexibility in responding to changes as mentioned above. The process begins in the winter after implementing the new measures in the agency performance plan, to identify gaps that were not filled along with areas where improved measures are desired. The improvement efforts continue into the spring for efforts to develop new measures can take six to nine months depending on their complexity and scope of data collection. The summer is the Department’s review of Component proposals and discussions with OMB which continue into the fall.

To support the measure change process, DHS employs a tool known as the Performance Measure Definition Form (PMDF) that provides a structured format to operationally describe measures reported in the Department’s performance deliverables. The PMDF provides instructions on completing the data fields and includes elements such as the measure name, description, scope of data collected, where the data is stored, a summary of the data collection and computation process, and what processes exist to double-check the accuracy of the data to ensure reliability. These data fields on the form reflect GAO’s recommended elements regarding data quality and to ensure data are valid for the intended purpose. The PMDF is our change management tool to propose and review new measures, make changes to existing measures, and to retire measures planned for removal from our strategic and management measure sets.

New measure proposals, or modifications to existing measures, are developed by program managers, reviewed by Component leadership and performance offices, and submitted to DHS by June 30th each year. PA&E performance analysts work in concert with leadership to review and approve changes which are then submitted to OMB for their review, approval, and subsequent implementation. The results of this process constitute our publicly reported measures associated with our performance budget deliverables, namely our strategic and management sets of measures. As previously mentioned, these measures are published in the Department's APR, the Overview Chapters of the Congressional Justification, and the Future Years Homeland Security Program Report to Congress.

Internal Controls for Verification and Validation

The Department recognizes the importance of collecting complete and reliable performance data that is shared with leadership and external stakeholders. Data can only be complete and reliable if it can be verified and validated. Performance data are considered reliable if transactions and other data that support reported performance measures are properly recorded, processed, and summarized to permit the preparation of performance information in accordance with criteria stated by management. OMB Circular A-136, *Financial Reporting Requirements*, OMB Circular A-11, *Preparation, Submission, and Execution of the Budget*, and the *Reports Consolidation Act of 2000* (P.L. No. 106-531) further delineate this responsibility by requiring agencies to ensure completeness and reliability of the performance data they report by putting management assurance procedures in place¹.

DHS has implemented a multi-pronged approach to effectively mitigate risks and reinforce processes that enhance the Department's ability to report complete and reliable data for performance measure reporting. This approach consists of: 1) an annual measure improvement and change control process described in the previous section using the PMDF; 2) a central information technology repository for performance measure information; 3) a Performance Measure Checklist for Completeness and Reliability; and 4) annual assessments of the completeness and reliability of a sample of our performance measures by an independent review team.

¹ Note: Circular A-11, PART 6, THE FEDERAL PERFORMANCE FRAMEWORK FOR IMPROVING PROGRAM AND SERVICE DELIVERY, Section 240.26, Data limitations. In order to assess the progress towards achievement of performance goals, the performance data must be appropriately valid and reliable for intended use. Significant or known data limitations should be identified to include a description of the limitations, the impact they have on goal achievement, and the actions that will be taken to correct the limitations. Performance data need not be perfect to be valid and reliable to inform management decision-making. Agencies can calibrate the accuracy of the data to the intended use of the data and the cost of improving data quality. At the same time, significant data limitations can lead to bad decisions resulting in lower performance or inaccurate performance assessments. Examples of data limitations include imprecise measurement and recordings, incomplete data, inconsistencies in data collection procedures and data that are too old and/or too infrequently collected to allow quick adjustments of agency action in a timely and cost-effective way.

Central Information Technology (IT) Repository for Performance Measure Information

All of DHS's approved measures are maintained in the OneNumber tool, Performance Management (PM) System, which is a unique cube in the architecture of the OneNumber tool that also contains outyear planning and budget information. The PM System is a web-based IT system accessible to all relevant parties in DHS and was just deployed Department-wide in July of 2020. The system has specific access controls which allows for the management of the Department's performance plan and the capturing of performance results by designated system users. The PM System stores all historical information about each measure including specific details regarding: description; scope; data source; data collection methodology; and explanation of data reliability check. The data in the system are then used as the source for quarterly and annual Performance and Accountability reporting. Finally, the performance data in the PM System are used to populate the Department's business intelligence tools to provide real-time information to interested parties.

Performance Measure Checklist for Completeness and Reliability

The Performance Measure Checklist for Completeness and Reliability is a means for Component PIOs to attest to the quality of the information they are providing in our performance and accountability reports. Using the Checklist, Components self-evaluate key controls over strategic measure planning and reporting actions at the end of each fiscal year. Components describe their control activities and provide a rating regarding their level of compliance and actions taken for each key control. Components also factor the results of any internal or independent measure assessments into their rating. The Checklist supports the Component Head assurance statements attesting to the completeness and reliability of performance data.

Independent Assessment of the Completeness and Reliability of Performance Measure Data

PA&E conducts an assessment of performance measure data for completeness and reliability on a small number of its performance measures annually using an independent review team. This independent review team assesses selected strategic measures using the methodology prescribed in the *DHS Performance Measure Verification and Validation Handbook*, documents its findings, and makes recommendations for improvement. Corrective actions are required for performance measures that rate low on the scoring factors. The Handbook is made available to all Components to encourage the development and maturation of internal data verification and validation capabilities, increase transparency, and to facilitate the review process. The results obtained from the independent assessments are also used to support Component leadership assertions over the reliability of their performance information reported in the Performance Measure Checklist and Component Head Assurance Statement.

Management Assurance Process for GPRAMA Performance Measure Information

The Management Assurance Process requires all Component Heads in DHS to assert that performance measure data reported in the Department's Performance and Accountability Reports

are complete and reliable, namely the Agency Financial Report, the APR, and the Summary of Performance and Financial Information. Measures are only considered complete and reliable if they satisfy the DHS verification and validation guidance. If a measure is considered unreliable, the Component is directed to report the measure on the Performance Measure Checklist for Completeness and Reliability along with the corrective actions the Component is taking to correct the measure's reliability.

The DHS Office of Risk Management and Assurance, within the Office of the CFO, oversees the management of internal controls and the compilation of many sources of information to consolidate into the Component Head and the Agency Assurance Statements. The [Agency Financial Report](#) contains statements in the Management Assurance section attesting to the completeness and reliability of performance measure information in our Performance and Accountability Reports and that any unreliable measures and corrective actions are specifically reported in the APR.

Based on the process described above, all performance information is deemed complete and reliable except for the following measure:

- *Percent of funds provided to state, local, tribal, territorial, and other federal agencies for which data sets have been made publicly available and machine readable (FEMA)*
 - Corrective Action: This measure will be retired moving forward because of identified data inconsistencies. To monitor this activity moving forward, FEMA is considering future actions.

Quarterly Performance Reporting

Quarterly reporting of the Department's strategic and management measures is provided by Component program managers, reviewed by Component managers and performance staff, entered into the PM System, and then reviewed by PA&E performance staff. Components use the information to keep their leadership abreast of measure results and progress. PA&E also prepares a Quarterly Performance Report that has visualizations of select measure results over time, along with a trend report for all measures in the strategic and management sets. These reports are shared quarterly with the DHS PIO and DPIO, posted on a DHS intranet site, and available to all DHS senior leaders and program managers to support their on-going program management activities. Many Components have their own internal processes and products by which they review performance data for management and decision making.

Performance Public Reporting

The Department follows the OMB Circular A-11 and A-136 requirements to produce the following reports to communicate key financial and performance information to stakeholders²:

- DHS Agency Financial Report: Publication date: November 16, 2020
- DHS Annual Performance Report: Published with the DHS Budget Submission

² Publication dates for the Summary of Performance and Financial Information and the DHS Annual Performance Report were delayed due to the change in Administration.

- DHS Report to our Citizens (Summary of Performance and Financial Information):
Publication date: March 29, 2021

Combined, these reports comprise our annual performance and accountability reporting requirements. When published, all three reports are located on our public website at [Performance & Financial Reports \(https://www.dhs.gov/performance-financial-reports\)](https://www.dhs.gov/performance-financial-reports).

DHS also integrates performance information to present our performance budget to Congress. For each Component in DHS, the Overview Chapter of the Congressional Justification includes a section known as the Strategic Context. For our operational Components, this section contained mission program descriptions and their associated strategic and management measures. For our support Components, the measures are listed at the Component level. Lastly, we include both the strategic and management measures in the Executive Summary section of the FYHSP Report to Congress to again emphasize the connection between funding and performance. The last avenue for performance public reporting is through the Agency Priority Goals discussed below.

Agency Priority Goals

Agency Priority Goals (APGs) are one of the tenets of GPRAMA and provide a tool for senior leadership to drive the delivery of results on key initiatives over a two-year period. Quarterly reports of progress are provided to OMB. More detailed information on the DHS APGs is presented in [Section 3: Other Information](#).

Performance Reviews

DHS has implemented Performance Reviews as a means for senior leadership to be engaged in the management of efforts to deliver performance results relevant to stakeholders. Meetings are held with APG Goal Leads, senior leaders, subject matter experts, and performance leadership and staff to discuss current results, progress, and challenges being faced by these complex issues.

Strategic Review

DHS conducted its seventh annual review of progress in the spring of FY 2020 to coincide with the schedule agreed upon by OMB. The review serves multiple purposes for the Components, DHS, and OMB:

- Assess progress of our mission program implementation efforts as a means for improvement
- Facilitate best practices of a learning organization by reflecting annually on where we have been and where we are going
- Advance the use of risk, program management, and evaluation practices
- Make key findings available to Component and DHS senior leaders to inform management efforts
- Provide feedback from execution to planning, programming, and budgeting activities
- Drive a focused conversation with OMB on significant issues to inform their management and budget activities

Similar to past Strategic Reviews, Component Assessment Teams assessed progress of DHS mission programs using a variety of evidence to inform their conclusions. Senior Assessment Team leaders

provided written findings for consideration by the Headquarters Review Team. The Headquarters Review Team conducted a detailed cross-cutting review of the assessment results, and progress ratings were discussed and agreed upon in concert with the PIO, DPIO, and senior mission program leadership.

The DHS Strategic Review worked to integrate information from other initiatives into the review and assessment process. First consideration was given to the impact major acquisitions may deliver to fill capability gaps and improve future program execution (associated with the *Program Management Improvement Accountability Act*). Second, Assessment Teams reexamined more strategic-oriented risks associated with our mission programs and updated their mitigation efforts supporting effort to implement *Enterprise Risk Management*. Third, DHS leveraged the Strategic Review as a means to begin to educate a larger population on the Foundations for Evidence Based Policy Making and initiatives associated with establishing a learning agenda, and Assessment Teams brainstormed ideas for questions that informed follow-on work to shape the DHS Learning Agenda.

Departmental Summary of Performance Results

A review of the results at the close of FY 2020 demonstrates that 60 percent of the Department's strategic measures met their targets as shown in the table on the next page. Upon further review, 59 percent of measures sustained or improved performance from FY 2019. The FY 2021-2022 performance plan includes a total of 92 measures, based on 14 measures being retired or suspended from our previous performance plan and the introduction of 9 new measures.

The following chart shows that the measures meeting their target on an annual basis varied between 58 to 68 percent from FY 2011 through FY 2020. Likewise, the percent of measures that maintained or improved over the prior year ranged from 65 to 78 percent. These results are consistent with programs that set ambitious and challenging performance targets and reflect DHS's ongoing effort to develop new measures to communicate the value delivered to stakeholders.

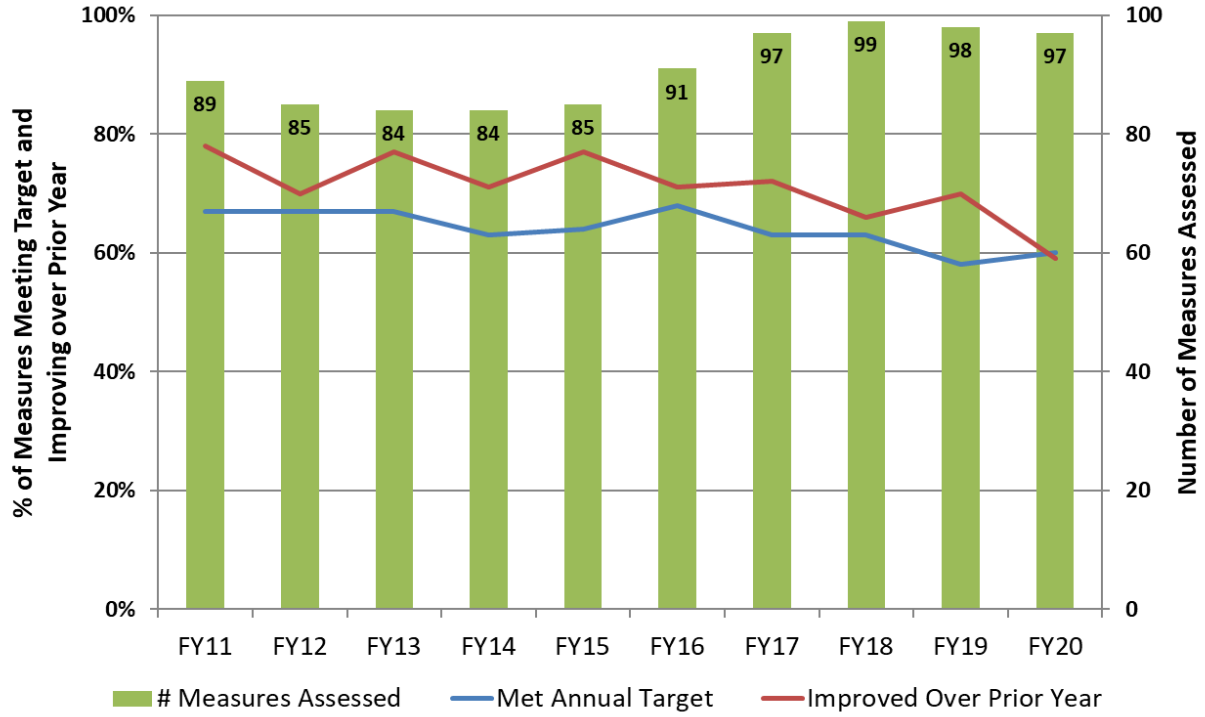


Figure 5: Percent of Measures Meeting Target and Improving over Prior Year

Section 2: Performance Report and Plan



The **Performance Report and Plan** section summarizes both the results delivered and those planned for each of our Components aligned by mission program.

Performance Measure Tables

This section of the report provides a full accounting of the Department’s FY 2020 measures, their FY 2020 results and up to four additional years of historical results to allow for trend analysis. In addition, to show DHS’s Performance Plan, the FY 2021 and FY 2022 targets are provided for measures which will be used moving forward. For each measure, a short description is provided to communicate the benefits each measure delivers. For those measures that did not meet their current year targets, explanations with a corrective action are provided. In addition, changes to measure names and targets from the previous year’s report are identified. Finally, the Department continually improves our set of performance measures. As such, new measures are introduced and measures are retired each year and are identified, if applicable, in the measure tables. The following tables are provided in alphabetical order by DHS Component.

Customs and Border Protection

Border Security Operations								
Mission Program Goal: Secure the U.S. Border between the ports of entry.								
Mission Program Description: The Border Security Operations program is charged with securing America’s Southwest, Northern, and certain Coastal borders. Through the coordinated use of the Department’s operational capabilities and assets of the U.S. Border Patrol, the program improves operational effectiveness by working across the Department to prevent terrorists and terrorist weapons, illegal border crossers, smugglers, narcotics, and other contraband from moving across the U.S. border.								
Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Percent of people apprehended or encountered multiple times along the Southwest Border between ports of entry*	Target	≤ 17%	≤ 17%	≤ 17%	≤ 15%	≤ 15%	≤ 20%**	≤ 15%
	Result	12.3%	10.5%	10.8%	6.7%	25.9%		
<p><i>Brief Description:</i> This measure reflects the effect the consequence delivery program is having on efforts to reduce illegal entries between ports of entry and is a feedback mechanism to inform operational control over the U.S. border.</p> <p><i>Explanation and Corrective Action:</i> The rate of multiple apprehensions and encounters among illegal crossers increased during FY20. Note that the results include both apprehensions (Title 8) and encounters (Title 42). Since late March 2020, in response to the global pandemic, the U.S. Border Patrol has been assisting the CDC in implementing its Order Suspending Introduction Of Persons From A Country Where A Communicable Disease Exists, 85 Fed. Reg. 17,060 (Mar. 26, 2020) (effective Mar. 20, 2020), which provides for persons subject to the order to be expelled from the United States as expeditiously as possible under Title 42 of the U.S. Code, instead of being subject to processing under Title 8. While an effective public-health tool for quickly removing noncitizens from the United States, expulsion may not discourage repeated attempts at illegal entry, potentially explaining the rise in recidivism. The Border Patrol will continue to work to secure the border through our ongoing improvement to Operational Control between the ports of entry.</p> <p>* Name change from: <i>Percent of people apprehended multiple times along the Southwest Border</i> to indicate the inclusion of Title 42 encounters.</p> <p>** Target previously published in last year’s Annual Performance report as ≤ 15%. Target was increased, for while Title 42 is an effective public-health tool, expulsions may not discourage repeated attempts at illegal entry, potentially explaining the rise in recidivism.</p>								
Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Percent of recurring border surveillance implemented in remote low risk areas between ports of entry	Target	---	70%	93%	96%	100%	Retired	
	Result	---	90.4%	99.0%	99.0%	100%		

FY 2020-2022 Annual Performance Report

Brief Description: This measure describes the scope of the Border Patrol’s risk-based deployment of surveillance capabilities in areas determined to be remote, low risk and is key to achieving situational awareness to ensure operational control over the U.S. border. This measure is being retired due to targeted results being reached. Other measures in the Department’s strategic set ensure no loss of insight on program execution with retirement of this measure.

Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Percent of time the U.S. Border Patrol reaches a detection site in a timely manner to assess the nature of detected activity in remote, low-risk areas of the Southwest and Northern Borders	Target	---	95%	96%	95%	95%	95%	95%
	Result	---	96.4%	92.2%	95.6%	95.3%		

Brief Description: This measure gauges Border Patrol’s ability to travel to and diagnose potential illegal activity in remote areas before the evidence vanishes to enhance situational awareness.

Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Rate of interdiction effectiveness along the Southwest Border between ports of entry	Target	81%	81%	81%	81%	81%	81%	81%
	Result	82.7%	78.9%	79.7%	86.3%	79.4%		

Brief Description: The Border Patrol uses this measure as an important indicator of the effectiveness of law and response efforts to apprehend or encounter detected illegal border crossers and as one of several key indicators used to determine Operational Control (OPCON) at the U.S. border.

Explanation and Corrective Action: Results for this measure have varied significantly the past three years. Known illegal entries decreased to 652,874 in FY 2020 from 1.1 million in FY 2019³. In FY 2019, the results for this measure were greater due to mass migration between ports of entry, which saw large numbers of families and unaccompanied children present themselves to Border Patrol agents rather than seek to avoid apprehension. In late March 2020, Border Patrol began implementing the Center for Disease Control’s Order Suspending Introduction of Persons from a Country Where a Communicable Disease Exists (85 Fed Reg 17060), which provides for persons subject to the order to be expelled from the U.S. as expeditiously as possible under Title 42 of the U.S. Code, instead of being subject to processing under Title 8. Title 42 actions accounted for about 30.2% of FY 2020 response efforts from March through the end of the fiscal year. Going forward, the Border Patrol will continue to shift resources to locations that commanders determine to be the best use of personnel and surveillance technology to meet estimated targets.

Integrated Operations

Mission Program Goal: Sustain domain awareness through command and control, coordination, information and situational awareness.

Mission Program Description: The Integrated Operations program employs aircraft and vessels in detection and interdiction roles, including support to the Border Patrol’s detection and interdiction roles, International Affairs support, intelligence and information sharing for operations and investigations; and overall operations support for systems, training, firearms, and credentialing.

Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Percent of detected conventional aircraft incursions resolved along all borders of the United States	Target	100%	98.5%	98.5%	98.5%	98.5%	98.5%	98.5%
	Result	99.7%	97.9%	100.0%	99.1%	100%		

Brief Description: The measure represents the percent of conventional aircraft suspected of illegal cross border activity based on visual or sensor data available to the program which are then resolved successfully. Detecting aircraft incursions contributes to the operational control of the U.S. border. An incursion is considered resolved when one of the following has occurred: 1) law enforcement action has been taken for criminal violations; 2) appropriate regulatory or administrative action has been taken for non-criminal violations; or 3) the aircraft did not land or otherwise display unlawful conduct while in the United States, was continuously visually or electronically monitored while over the United States, and has exited U.S. airspace and is no longer a threat to national security.

³ The numbers in the narrative have been updated from the FY 2020 Agency Financial Report to accurately include what was used for the calculation of this result that includes interdictions, gotaways, and turnbacks.

Trade Operations

Mission Program Goal: Facilitate legitimate trade, enforce trade laws, and protect the American economy to ensure consumer safety and create a level playing field for American businesses.

Mission Program Description: Trade Operations is committed to protecting national economic security by enforcing U.S. trade laws. The program uses its trade enforcement operational approach and its authorities to combat trade fraud by detecting high-risk activity, deterring non-compliance, and disrupting fraudulent behavior. The program includes a multilayered system of people, technology, intelligence, risk information, targeting, international cooperation, and expanded shipper vetting that provides greater flexibility and capacity to accomplish these functions prior to arrival at the U.S. border. The program is also one of the largest fee collectors in the federal government based on imported goods.

Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Percent of cargo by value imported to the United States by participants in CBP trade partnership programs	Target	53%	53%	53%	53%	53%	53%	53%
	Result	53.0%	53.1%	53.3%	53.0%	52.0%		
<p><i>Brief Description:</i> CBP works with the trade community through voluntary public-private partnership programs to expand the trade community's adoption of tighter supply chain security measures in return for efficiencies when using these programs.</p> <p><i>Explanation and Corrective Action:</i> Trade partnership participants shipped less cargo than regular shippers during the COVID-19 months. Store closures, restricted hours, and limited/reduced foot traffic during COVID resulting in CTPAT partners decreasing the quantity of goods imported (particularly after June when it was evident that COVID restrictions would continue). The stores halted just in time shipping immediately when forced to close or restrict customer capacity due to state / local government orders. Overall, for FY 2020 over FY 2019, CTPAT Entry Value increased by 148%, but Non-CTPAT Entry Value increased by 177%. The program is working with trade partnership participants to improve volumes during COVID-19 months and plan for reopening.</p>								
Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Percent of import revenue successfully collected	Target	100%	100%	100%	99%	99%	99%	99%
	Result	99.06%	99.05%	99.44%	99.11%	99.62%		
<p><i>Brief Description:</i> This measure tracks collected duties, taxes, and fees from commercial imports to the U.S. as directed by trade laws, regulations, and agreements. The enforcement of U.S. trade laws protects national economic security, facilitates fair trade, supports the health and safety of the American people, and ensures a level playing field for U.S. industry; all while providing more than \$50 billion to the Treasury Department.</p>								
Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Percent of imports compliant with U.S. trade laws	Target	97.50%	97.50%	97.50%	97.50%	97.50%	97.50%	97.50%
	Result	99.18%	99.38%	98.72%	98.37%	98.37%		
<p><i>Brief Description:</i> This measure ensures all imports are legally compliant with all trade regulations and that their entry records contain no major discrepancies to facilitate lawful trade into the United States.</p>								
Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Percent of inbound cargo identified as potentially high-risk that is assessed or scanned prior to departure or at arrival at a U.S. port of entry	Target	100%	100%	100%	100%	100%	100%	100%
	Result	99.28%	99.50%	97.88%	98.2%	100%		
<p><i>Brief Description:</i> Assessing, resolving, and scanning high-risk cargo prior to departure from or upon arrival at ports of entry ensures the U.S. public's safety by extending our border-security efforts.</p>								

Travel Operations

Mission Program Goal: Enhance the security of international travel through a variety of processes and technologies to intercept potential threats while also expediting legal travel.

Mission Program Description: The Travel Operations program welcomes international travelers into the U.S. through screening both foreign visitors and returning U.S. citizens. The program uses a variety of techniques to assure that global tourism remains safe and strong. It works to intercept potential threats in foreign ports before boarding transportation bound for the U.S. before they can cause harm. Its Trusted Traveler Programs provide expedited travel for pre-approved, low-risk travelers through dedicated lanes and kiosks. It also coordinates with the travel industry regarding specific procedures and regulations that must be followed when processing crew and passengers arriving or departing from the U.S. It is constantly seeking new ways to innovate such as the use of biometrics and facial recognition to expedite the travelers' experience.

Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Percent of Global Entry members with no security-related violations	Target	---	99.5%	99.5%	99.5%	99.5%	99.5%	99.5%
	Result	---	99.9%	99.8%	99.9%	99.7%		

Brief Description: This measure demonstrates the effectiveness of the Global Entry trusted-traveler program to correctly identify low-risk travelers and quickly incorporate changes in travelers' risk status.

Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Percent of international air passengers compliant with all federal, state, and local laws and regulations	Target	98%	98%	98%	98%	98%	N/A*	98%
	Result	98.3%	99.5%	98.5%	98.4%	98.3%		

Brief Description: This measure shows success at maintaining a high level of security in the international air environment through passengers' compliance with all federal, state, and municipal laws and regulations.

* This measure has been suspended due to complexities of data collection caused by COVID-19. The program plans to resume data reporting in FY22, and targets and data will resume assuming no unexpected events with the public health situation

Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Percent of privately owned vehicle passengers compliant with all federal, state, and local laws and regulations	Target	99.5%	99.5%	99.5%	99.5%	99.5%	N/A*	99.5%
	Result	99.7%	99.3%	99.4%	99.4%	99.4%		

Brief Description: This measure shows success at maintaining a high level of security at land-border ports of entry through passengers' compliance with federal agriculture, immigration, and customs laws and regulations and any other state and local laws and regulations that are enforced at land-border ports of entry.

Explanation and Corrective Action: Due to COVID-19, CBP suspended the Compliance Examination (COMPEX) program at the land border on March 21, 2020. The suspension of any compliance monitoring will be reassessed with any substantial change in the public response to pandemic safety precautions/requirements and the impact the change has on travel volumes. CBP believes the resumption of COMPEX will encounter travelers compliant with regulations.

* This measure has been suspended due to complexities of data collection caused by COVID-19. The program plans to resume data reporting in FY22, and targets and data will resume assuming no unexpected events with the public health situation.

Countering Weapons of Mass Destruction Office

Capability and Operations Support								
Component Description: The Countering Weapons of Mass Destruction Office (CWMD) leads DHS efforts and coordinates with domestic and international partners to safeguard the United States against Chemical, Biological, Radiological, Nuclear, and health security threats.								
Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Number of major metropolitan areas that have achieved Full Operational Capability to combat radiological/nuclear threats through the Securing the Cities Program	Target	---	---	---	---	---	FOUO	FOUO
	Result	---	---	---	---	---	New Measure	
<i>Brief Description:</i> The Securing the Cities program provides financial and non-financial assistance to state, local, and tribal organizations in high-risk major metropolitan areas to be better prepared against radiological and nuclear threats to help protect U.S. citizens. Due to the sensitivity of the information, the results are FOUO.								
Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Percent of top 25 special events integrating biodetection monitoring	Target	FOUO	FOUO	FOUO	FOUO	FOUO	FOUO	FOUO
	Result	FOUO	FOUO	FOUO	FOUO	FOUO		
<i>Brief Description:</i> The results for this measure reflect efforts to use biodetection monitoring tools to counter attempts by terrorists and other threat actors at special security events such as the Super Bowl and United Nations. Due to the sensitivity of the information, the results are FOUO; however, the program met its goal.								

Cybersecurity and Infrastructure Security Agency

Cybersecurity								
Mission Program Goal: Defend and secure the federal enterprise network.								
Mission Program Description: The Cybersecurity program advances computer security preparedness and the response to cyberattacks and incidents. The program includes activities to secure the federal network, respond to incidents, disseminate actionable information, and collaborate with private-sector partners to secure critical infrastructure. This program supports the implementation of government-wide deployment of hardware and software systems to prevent and detect incidents, response to incidents at federal and private entities, and collaboration with the private-sector to increase the security and resiliency of critical networks. The program also coordinates cybersecurity education for the federal workforce.								
Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Percent of critical and high configuration-based vulnerabilities identified through high value asset assessments mitigated within 30 days	Target	---	---	---	---	70%	75%	75%
	Result	---	---	---	---	30%		
<i>Brief Description:</i> Configuration-based vulnerabilities can be more quickly mitigated by agencies through such actions as changing security settings, software or configuration changes, patching software vulnerabilities, and adjusting user account privileges. These configuration-based vulnerabilities are identified through high value asset assessments to strengthen the defense against cyber-attacks.								
<i>Explanation and Corrective Action:</i> High Value Asset (HVA) assessments are performed across the Federal Government to identify vulnerabilities associated with the most sensitive IT systems and data. Configuration-based vulnerabilities are those that can be more quickly be mitigated by agencies and departments through such actions as changing security settings, software or configuration changes, patching software vulnerabilities, and adjusting user account privileges. CISA has created Agency Support Plans for most of the CFO Act agencies based on the data CISA has access to from assessments, data collections, directives, and other technical sources. These support plans identify remediation efforts, challenges, issues, for these agencies. CISA consolidates								

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this information into Federal Civilian Executive Branch-wide systemic risks and issues to drive CISA services, solutions, efforts, products, workshops, etc. to assist in the reduction of the federal risk.

Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Percent of critical and high vulnerabilities identified through cyber hygiene scanning mitigated within the designated timeframe	Target	---	---	80%	70%	70%	75%	75%
	Result	---	---	52%	59%	75%		

Brief Description: DHS provides cyber hygiene scanning to agencies to aid in identifying and prioritizing vulnerabilities based on their severity for agencies to make risk-based decisions regarding their network security. Identifying and mitigating vulnerabilities on a network in a timely manner is a critical component of an effective cybersecurity program.

Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Percent of potential malicious cyber activity notifications where impacted agencies were alerted within the specified timeframe	Target	---	---	---	---	75%	85%*	85%
	Result	---	---	---	---	93%		

Brief Description: This measure tracks the percent of potential malicious cyber activity notifications identified as credible where the affected agency is alerted within a specified timeframe (18 hours for FY 2020 and 12 hours for FY 2021). Identifying and mitigating vulnerabilities on a network in a timely manner is a critical component of an effective cybersecurity program.

* Target previously published in last year's Annual Performance report as 75%. The program's rationale for increasing the target is based on current performance.

Emergency Communications

Mission Program Goal: Advance federal, state, local, and tribal government interoperable emergency communications.
Mission Program Description: The Emergency Communications program is responsible for ensuring the Nation's interoperable emergency communications capabilities to enable first responders and government officials to communicate during steady state and emergency operations.

Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Percent of all state and territory emergency communications interoperability components operating at the highest levels	Target	---	---	---	---	50%	55%	55%
	Result	---	---	---	---	64%		

Brief Description: This measure identifies the current level of emergency communications interoperability maturity across 56 states and territories. Interoperable emergency communications capabilities enable first responders and government officials to continue to communicate in the event of disasters.

Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Percent of calls by National Security/Emergency Preparedness users that DHS ensured were connected	Target	97.5%	98.0%	98.5%	99.0%	99.0%	99.0%	99.0%
	Result	99%	99.3%	99.1%	99.5%	99.7%		

Brief Description: By ensuring the connection of calls for first responders and government officials during a disaster, DHS contributes to a national effective emergency response effort.

Infrastructure Security

Mission Program Goal: Increase our partners' capability and capacity to strengthen and secure the Nation's critical infrastructure.

Mission Program Description: The Infrastructure Security program leads and coordinates both regulatory and voluntary national programs and policies on critical infrastructure security and resilience and develops strong partnerships across government and the private sector. The program conducts and facilitates vulnerability and consequence assessments to help critical infrastructure owners and operators and state, local, tribal, and territorial (SLTT) partners to understand and address risks to critical infrastructure. Additionally, it sets standards, and issues guidance and best practices for federal facility security and offers soft targets and crowded places tools and training to help build capacity to manage risks.

Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Percent of facilities that are likely to integrate vulnerability assessment or survey information into security and resilience enhancements	Target	80%	80%	80%	85%	85%	85%	85%
	Result	90%	92%	87%	88%	86%		

Brief Description: This measure demonstrates the percent of facilities that are likely to enhance their security and resilience by integrating Infrastructure Protection vulnerability assessment or survey information. Providing facilities with vulnerability information allows them to understand and reduce risk of the Nation's critical infrastructure.

Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Percent of state and local jurisdiction election security information products and services delivered within 30 days of request	Target	---	---	---	---	---	90%	90%
	Result	---	---	---	---	---	New Measure	

Brief Description: The timeliness of information products and services is a key element to help measure state and local officials' ability to communicate election security risks. Election security information helps state and local jurisdictions protect against cyberthreats to the electoral process and results.

Federal Emergency Management Agency

Education, Training, and Exercises

Mission Program Goal: Improve the knowledge, skills, and abilities of emergency management personnel to prepare, respond, and recover from disasters of all kinds.

Mission Program Description: The Education, Training, and Exercises program comprises the National Exercise Program and the National Training and Education Division, which include the Emergency Management Institute, the Center for Domestic Preparedness, and the U.S. Fire Administration. These entities provide emergency management, response and recovery training, and exercise coordination to improve the knowledge, skills, and abilities of federal and state, local, tribal, and territorial emergency management personnel.

Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Percent of supervisors of students trained who believe their staff are better prepared as a result of National Fire Academy training	Target	86.5%	87.0%	87.0%	87.0%	87.0%	87.0%	87.0%
	Result	90.9%	85.2%	90.9%	89.4%	92.2%		

Brief Description: This measure assesses the increase in the capability of students trained as reported by each individual's first-line supervisor.

Grants

Mission Program Goal: Enhance the Nation's preparedness by increasing the capability of states, territories, and local jurisdictions to prepare, respond, and recover from disasters of all kinds.

Mission Program Description: FEMA's Grants program leads the Federal Government's financial assistance to state and local jurisdictions and regional authorities as they prepare, respond to, and recover from all hazards. The program provides grants to enhance jurisdictions' resiliency to man-made and other major disasters, and to enhance their homeland security strategies.

Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Benefit to cost ratio of the hazard mitigation grants	Target	1.3	1.4	1.5	1.6	1.6	1.6	1.6
	Result	1.6	1.6	1.6	1.7	1.9		

Brief Description: The FEMA Hazard Mitigation Assistance program works with state, tribal, territorial, and local (STTL) governments to identify natural hazards and develop mitigation plans to reduce losses. These plans are the basis for grant requests that are subsequently evaluated to determine the benefit-to-cost ratio of the plan to ensure that taxpayer dollars are spent effectively.

Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Percent of funds provided to state, local, tribal, territorial, and other federal agencies for which data sets have been made publicly available and machine readable	Target	---	---	---	72%	78%	Retired	
	Result	---	---	---	76%	N/A*		

Brief Description: This measure tracks the grant data sets that have been made publicly available and are machine readable to ensure full public transparency on public websites such as USA Spending.

* For the FY 2020 reporting period, this measure was deemed unreliable. This measure is being retired due to data quality issues with data sets that were identified in an independent V&V assessment. The inconsistent reporting frequency has impacted the ability to produce reliable data for this measure.

Mitigation

Mission Program Goal: Strengthen mitigation nationwide to reduce the Nation's vulnerability from disasters of all kinds.

Mission Program Description: The Mitigation program works to strengthen investments in mitigation nationwide to reduce the Nation's vulnerability to natural disasters or other emergencies, and to facilitate adoption and enforcement of up-to-date design and construction practices through state and local building codes. Developing resilient capacity in communities prior to a disaster supports the development of a culture of preparedness. The program supports activities that result in sound risk management decisions by individuals, the private-sector, and public-sector entities by conducting three core activities: risk analysis, risk reduction, and insurance against flood risk. These areas work together to reduce the loss of life and property, to enable individuals to recover more rapidly from floods and other disasters, and to lessen the financial burden on taxpayers. These investments are implemented at the Headquarters and Regional levels to support communities in mitigation efforts.

Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Percent of communities in high earthquake, flood, and wind-prone areas adopting disaster-resistant building codes	Target	62%	63%	64%	65%	34%*	38%	40%
	Result	68%	67%	67%	56%	38%		

Brief Description: This measure reflects actions to adopt building codes that are intended to decrease future costs and reduce the Nation's vulnerability from natural disasters.

* Note: Due to more rigorous building code standards being implemented, the FY 2020 target was adjusted last year to reflect realistic community adoption.

Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Percent of U.S. population (excluding territories) covered by planned mitigation strategies	Target	79.0%	79.0%	85.0%	85.0%	85.0%	85.0%	85.0%
	Result	81%	82.1%	87.3%	87.0%	84.4%		

Brief Description: Mitigation planning helps communities reduce risk through sound land-use planning principles, floodplain management practices, and financial assistance.

Explanation and Corrective Action: The national coronavirus (COVID-19) pandemic has generally hindered the plan development and approval process. Regional planners are encountering delays in plan submission as the staff of state and local communities have reallocated their time and resources to provide an adequate response to manage COVID-19. The community resources needed to coordinate and execute plan development activities will continue to be diverted in support of the COVID-19 response, causing plan coverage to lapse for some jurisdictions. If communities do not manage their plan update on schedule or in compliance with FEMA requirements, then population coverage will decrease as it lapses. The Hazard Mitigation program is increasing focus on building capability for plan development and implementation and will continue supporting state, local, tribal and territorial governments with plan review and approval.

Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Total national investment in mitigation (in billions)	Target	---	---	---	\$1.66	\$2.00	\$2.40	\$3.96
	Result	---	---	---	\$1.23	\$2.04		

Brief Description: This measure provides a gauge of the amount of money being obligated across eleven mitigation programs to increase pre-disaster mitigation investments to reduce future disaster costs on a national level. Well-planned and prioritized expenditures of mitigation resources help avoid property damage, reduce the loss of life, or transfer natural-hazard risks in advance of a disaster.

National Flood Insurance Fund

Mission Program Goal: Reduce the Nation's vulnerability to flood hazards, accelerate recovery from floods, and mitigate future flood losses.

Mission Program Description: The National Flood Insurance Fund aims to reduce the impact of flooding on privately owned property by mapping areas of flood risk, providing flood insurance, and encouraging communities to adopt and enforce sound floodplain management regulations. The program also provides technical assistance and monitors communities for compliance with the minimum National Flood Insurance Plan criteria. These actions reduce risk from flooding, accelerate recovery efforts, and mitigate future flood losses.

Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Number of properties covered with flood insurance (in millions)	Target	---	---	---	4.5	5.0	5.5	8.0
	Result	---	---	---	4.3	4.1		

Brief Description: The National Flood Insurance Program (NFIP) fosters public understanding of flood risks while proactively encouraging homeowners to purchase private, write-your-own, insurance to reduce losses from all hazards. History has shown that insured survivors recover faster and more fully from a flood.

Explanation and Corrective Action: Despite the economic challenges of the pandemic, the program still maintained more than 4 million properties with flood insurance. Ongoing customer enhancements for program improvement include quadrupling the number of adjuster customer service training hours and implementing an advanced claims payment process, to advance FEMA's mission to support survivors before, during, and after a disaster. To make the process easier to sell flood insurance, the program will create policies that are easier to understand, clearly identify flood risks more clearly, and provide better guidance to Program partners. Through Risk Rating, the program is simplifying the rating process to make it easier for insurance agents to price and sell policies. It will also allow them to better understand how the cost of flood insurance reflects a property's unique flood risk overall, reducing complexity of the NFIP and improving the customer's experience. Additionally, a new suite of flood insurance policy forms (homeowners, renters, commercial landlord and commercial tenant flood policy forms) are being developed to be consistent with industry standards.

Preparedness and Protection								
<p>Mission Program Goal: Improve the Nation’s ability to prepare for disasters of all kinds while ensuring the survival of an enduring constitutional government if a disaster were to occur.</p> <p>Mission Program Description: The Preparedness program works to prepare the Nation for disasters of all kinds. Preparedness includes the management and administrative support functions associated with training and national exercise programs. Protection carries out a mandated mission to provide executive agent leadership to guarantee the survival of an enduring constitutional government by ensuring continuity of government, continuity of operations, and national contingency programs.</p>								
Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Percent of adults that have set aside money for emergencies	Target	---	---	---	71%	75%	71%*	72%
	Result	---	---	---	69%	68%		
<p><i>Brief Description:</i> This measure gauges through a national survey whether American’s have set aside money for use in case of emergencies to be better prepared for emergencies. Research indicates that access to financial resources has proven a strong predictor of how well someone can cope in the aftermath of a disaster.</p> <p><i>Explanation and Corrective Action:</i> The economic impact of COVID-19 was widespread and likely depleted emergency savings across the board and significant numbers of Americans are at greater risk of not being able to withstand financial impacts of any additional disasters. Rather than implement the National Financial Capability Month activities in April, the program worked with partners to promote financial resilience through webinars and social media events by engaging in a more appropriate messaging strategy for the times. To broaden focus of financial resilience beyond emergency savings, the program will leverage its Emergency Financial First Aid Kit (EFFAK) resource and build out modular resources to strengthen the public’s understanding of the EFFAK as a critical tool for planning and safeguarding documents.</p> <p>* Target previously published in last year’s Annual Performance report as 79%. The program’s rationale for increasing the target is based on current performance.</p>								
Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Percent of adults that took multiple preparedness actions at their workplace, school, home, or other community location in the past year	Target	---	---	---	48%	49%	50%	51%
	Result	---	---	---	62%	68%		
<p><i>Brief Description:</i> This measure indicates how many Americans have taken action to prepare for an emergency and provides feedback regarding the effectiveness of efforts to encourage this activity.</p>								
Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Percent of time the Integrated Public Alert and Warning System infrastructure is operating and available for use by federal, state, and local officials for the dissemination of emergency alerts	Target	99.9%	99.9%	99.9%	99.9%	99.9%	99.9%	99.9%
	Result	99.8%	99.9%	99.8%	99.5%	99.4%		
<p><i>Brief Description:</i> This measure reflects the extent to which the IPAWS infrastructure provides alert and warning message collection and dissemination for federal, state, local, tribal, and territorial authorities to send Wireless Emergency Alerts (WEA) to mobile phones of people in areas endangered by local hazards.</p> <p><i>Explanation and Corrective Action:</i> Due to application and infrastructure outages in the FEMA and DHS data centers, the system operational availability for FY 2020 was not met. The Program actively worked with the FEMA and DHS Office of the Chief Information Officers to identify and correct technical outages as soon as possible throughout FY 2020 and will continue to do so until the IPAWS-OPEN system is migrated to a resilient cloud infrastructure. The Program began modernization and migration IPAWS-OPEN to a resilient cloud infrastructure in 2018 and is on track to bring the migrated system online in the second quarter of FY 2021.</p>								
Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Percent of U.S. population covered by FEMA-connected radio stations with electromagnetic-pulse resilience	Target	---	---	---	50.00%	62.00%	57.44%	68.00%
	Result	---	---	---	39.45%	47.21%		

Brief Description: This measure indicates the coverage achieved through supplementary equipment in voluntary partnership with private radio station owners to ensure that the President and state- and local-level authorities maintain a resilient capability to communicate with the public in all hazard conditions.

Explanation and Corrective Action: In 2020, FEMA modernized four Primary Entry Point stations with electromagnetic pulse (EMP) resilience despite schedule impacts due to COVID-19 and severe weather impacts. Achieving the target is critical to staying on schedule to complete modernization of all stations to meet a program key performance parameter to provide EMP protected broadcast coverage to 90% of the US Population by the end of FY 2024. The FEMA connected radio stations provide the core infrastructure of the National Public Warning System which has the mission to deliver a warning from the President to the nation during under all conditions. FEMA is modernizing legacy stations to add EMP resilience and replace aging equipment in accordance with DHS Undersecretary for Management approved modernization. FEMA’s continued success in modernizing stations with EMP resilience improve the national safety posture. FEMA will continue to deploy Primary Entry Point stations with EMP based on the current schedule.

* Target previously published in last year’s Annual Performance report as 70.1%. The program's rationale for increasing the target is based on current performance.

Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Percent of U.S. population that is covered by a local-level authority authorized and registered to send alerts and warnings to the public using the Integrated Public Alert and Warning System	Target	---	---	---	69.00%	71.00%	82.00%*	84.00%
	Result	---	---	---	76.90%	78.10%		

Brief Description: This measure tracks the share of the U.S. population under the jurisdiction of local authorities to which state governments have granted authorized access to the Integrated Public Alert & Warning System (IPAWS) to send alerts and warnings to the public during emergencies

* Target previously published in last year’s Annual Performance report as 73%. The program's rationale for increasing the target is based on current performance.

Regional Operations

Mission Program Goal: Increase the capability of states, territories, and local jurisdictions to prevent, respond to, and recover from emergencies and disasters.

Mission Program Description: The Regional Operations program includes the leadership, management, and mission support functions of the 10 FEMA regions across the Nation. The program works with communities to help reduce the impacts of natural disasters; prepare families and individuals for all possible hazards; and support state, local, and tribal partners with technical assistance and grants for projects that aim to reduce risks, improve public safety, and protect the environment.

Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Average annual percentage of administrative costs for major disaster field operations, as compared to total program costs	Target	≤ 22.4%	≤ 20.4%	≤ 18.4%	≤ 17.9%	≤ 17.9%	≤ 17.9%	≤ 17.9%
	Result	23.2%	19.7%	26.3%	29.2%	25.9%		

Brief Description: This measure gauges program’s efficiency in providing disaster assistance by indicating what share of its disaster expenditures are administrative costs compared to the share disseminated as grants to survivors as assistance.

Explanation and Corrective Action: The unprecedented disasters of FY 2017 and 2018 required long periods of recovery which continued to increase administrative costs for subsequent fiscal years. As a result, responses to more recent disasters required larger investments of administrative dollars to deliver high-quality services to survivors. The program initiated multiple initiatives and processes designed to deliver services to survivors and remains committed to reducing disaster administrative costs while improving effectiveness. The initiatives have been divided into three workstreams: 1) Process Improvement for Disaster Grants; 2) Clarify Common Practices for Field Operations; and 3) Increase Transparency on Administrative Cost Expenditures and Projections. Many of the initiatives, particularly those that address systemic drivers of administrative costs, will take time to mature. Because these projects represent significant changes in program delivery, culture, or internal policies and require phased implementation, their full benefits will not be realized for several years.

Response and Recovery

Mission Program Goal: Improve the response and recovery capability of communities who have been overwhelmed by a disaster.

Mission Program Description: The Response and Recovery program helps to ready the Nation for catastrophic disasters leveraging resources from various sources including the Disaster Relief Fund (DRF). This includes efforts to coordinate the core federal response capabilities used to save lives and protect critical infrastructure in communities throughout the Nation that have been overwhelmed by the impact of a major disaster or an emergency. The program also takes the lead among federal agencies, state and local governments, and representatives of non-governmental organizations to support individuals and communities with the goal of reducing losses, improving recovery operations, and promoting resilience. This program works with residents, emergency management practitioners, organizational and community leaders, and government officials to mature the National Disaster Recovery Framework, enhance logistics and disaster communications, and improve the overall disaster survivor and grantee experience.

Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Average number of the incident staff to support small federally-declared disasters	Target	---	---	---	≤ 93	≤ 93	≤ 93	≤ 93
	Result	---	---	---	84	39		

Brief Description: This measure reports a five-year average number of incident staff deployed to support small federally-declared disasters. The program uses this data to develop new approaches to address and support these types of disasters.

Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Average timeliness of the individual assistance awards of the Individuals and Households program (in days)	Target	---	---	---	≤ 11.0	≤ 9.0	≤ 8	≤ 7
	Result	---	---	---	78.5	32.2		

Brief Description: By measuring the timeliness of individual assistance awards the program from submission to the first receipt of an award, the program can assess the effectiveness of its critical disaster response efforts to customers.

Explanation and Corrective Action: For disasters declared in FY 2020, 81,826 applicants received their first assistance year-to-date with 90.9% of applicants receiving first assistance in less than 30 days and 59.3% less than the target nine days. The average number of days to receive first assistance continues to exceed the target due to ongoing recovery challenges in Puerto Rico and the U.S. Virgin Islands, which has impacted the measure’s results. The program will continue performing desktop inspections and the triage process to expedite decision-making in the individual disaster assistance award process.

Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Percent achieved of Incident Management Workforce readiness targets	Target	---	---	---	---	67%	78%	85%
	Result	---	---	---	---	60%		

Brief Description: Using several factors, this measure more effectively gauges the Incident Management workforce readiness from its predecessor listed above to ensure expected disaster activity across the Nation can be met.

Explanation and Corrective Action: The FEMA Reservist force strength declined in FY 2020 as part of the biannual reappointment period. Many Reservists did not meet performance or annual availability criteria that the program requires for reappointment, and many had not deployed for years. The program seeks to strengthen the National Incident Management workforce through the establishment of the HARNES recruitment initiatives. Several HARNES initiatives were completed in FY 2020 with ongoing or pending implementation setting the stage for accelerated growth in FY 2021. These initiatives include activating new positions for which cadres have since begun hiring new staff and expanding capacity for cadre management teams to hire staff supporting Incident Management recruitment, hiring, training, and career management services. Beyond implementing and sustaining efforts completed in FY 2020, HARNES will also take several steps jointly through the Office of Response and Recovery and Mission Support to build on lessons learned to reach cadre-approved targets set for FY 2021.

Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Percent of applicants satisfied with simplicity of the Individuals and Households Program	Target	---	---	---	81.0%	83.0%	85%	87%
	Result	---	---	---	78.1%	82.0%		

Brief Description: This measure gauges the simplicity of applying for individual assistance from the Individuals and Households Program, and the information is used to make procedural improvements to ensure disaster survivors have clear information and high-quality service.

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Explanation and Corrective Action: Though FY 2020 target was not met, the cumulative result was better than FY 2019. The lowest satisfaction score was indicated by the survey category titled *FEMA assistance helping to meet the survivor's disaster related needs*, which resulted in a score of 75.7%, which was an improvement of more than 3% over FY 2019. FEMA's Individual Assistance (IA) program developed an internal Strategic Plan to improve survivor-centric operations. IA is also deploying a new survey in fiscal year 2021 which is intended to help identify specific causes of applicant dissatisfaction and target specific areas for staff training to improve the customer experience.

Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Percent of applicants satisfied with simplicity of the Public Assistance process	Target	---	---	---	82.0%	84.0%	81.0%*	81.5%
	Result	---	---	---	77.6%	73.8%		

Brief Description: This measure gauges the simplicity of applying for Public Assistance and helps to identify areas for improvement and ensure that the program provides clear information and high-quality service.

Explanation and Corrective Action: The results reflect concerns with the difficulties in utilizing the Grants Portal, turnover of Program Delivery Managers, and the burden of paperwork. The streamlined applicant process used for COVID, however, has slightly increased scores despite having a larger percentage of first-time applicants due to COVID declarations. Customer satisfaction with the helpfulness of FEMA staff remains high (83.5%) along with the overall satisfaction with FEMA (77.1%). Respondents attributed the lower satisfaction scores to the difficulty with document requirements and communication. Despite these difficulties, a high proportion of respondents felt that FEMA staff successfully helped guide them through the program. FEMA will implement a new Public Assistance Customer Satisfaction metric for FY 2021 that will include more survey results to present a more holistic understanding of the customers' experience. The deployment of an updated survey in FY 2021 will allow investigation of the causes of satisfaction in greater detail.

* Target previously published in last year's Annual Performance report as 88%. The program's rationale for lowering the targets is to be more in-line with current results.

Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Percent of critical federal response teams supported by voice, video, and data connectivity using a fully-capable mobile emergency office vehicle	Target	---	---	---	81%	84%	88%	94%
	Result	---	---	---	75%	75%		

Brief Description: On-scene availability of a mobile platform for voice, video, and data connectivity is a critical capability for federal teams managing response and recovery operations.

Explanation and Corrective Action: Additional funding of \$6 million dollars was received for the build out of additional mobile emergency office vehicles (MEOVs) in FY 2020. There has been a delay; however, the acquisition process for the MEOV has started and the contract was awarded in FY 2020. Moving forward, the MEOV buildout requires 12-18 months, to complete with delivery in FY 2021. MEOVs are national security systems representing FEMA's frontline command, control, and coordination assets offering onsite operational space to support collaboration among federal and state, local, tribal, and territorial mission partners. The platforms include self-sufficient and redundant communications capability that do not rely on local infrastructure and can successfully deploy to both austere and urban environments.

Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Percent of incident management and support actions taken that are necessary to stabilize an incident that are performed within 72 hours or by the agreed upon time	Target	100%	100%	100%	100%	100%	Retired	
	Result	100%	100%	100%	100%	100%		

Brief Description: This measure reflects FEMA's role in effectively responding to any threat or hazard, within a 72-hour timeframe which is a critical window when responding to a disaster. By continuing to communicate the need to meet this target, it communicates emphasis on saving and sustaining lives in support of state, local, tribal, and territorial governments. This measure is being retired and FEMA intends to replace the measure in FY 2022 with one that gauges the coordination of response operation, but a replacement is not available at this time.

Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Percent of Public Assistance project obligations completed within targeted timeframes	Target	---	---	---	68%	72%	60%*	62%
	Result	---	---	---	28%	35%		

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Brief Description: This measure indicates the timeliness of the delivery of initial awards under FEMA’s Public Assistance program, which provides federal disaster relief to government organizations and certain private non-profit organizations following a Presidential disaster declaration.

Explanation and Corrective Action: In FY 2020, 23% of obligated projects were from 2017 disaster declarations (15% from 4339-Puerto Rico) while 98.2% of COVID projects were obligated on-time. This signals that the streamlined processes put in place for COVID will contribute to the increased timeliness of Public Assistance (PA) awards. However, there are a significant number of COVID projects still to be obligated, so the program will continue to monitor progress. Staffing gaps and other variables can contribute to delayed technical assistance to applicants resulting in longer timelines to collect information. PA's efforts to decrease the required level of documentation should improve the scores of this measure. The program is working to introduce a new public assistance timeliness measure in FY 2022 that will assess all projects obligated within 189 days and will evaluate the time from the county designation date to initial obligation date at the project level. The program will use measures in real-time to better assess the root causes and to improve operational management. PA will continue to pilot the direct application process and assess its effectiveness in improving the timeliness of all awards.

* Target previously published in last year’s Annual Performance report was 74%. The program's rationale for lowering the targets is due to COVID-19 limitations, not all sites will be able to undergo virtual site inspections which are required prior to funding.

Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Percent of shipments for required life-sustaining commodities (meals, water, tarps, plastic sheeting, cots, blankets, and generators) and key initial response resources delivered by the agreed upon date	Target	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%
	Result	99%	N/A	95.0%	95.0%	99.4%		

Brief Description: This measure indicates whether life-sustaining commodities were delivered in a timely fashion to impacted communities prior to and during a disaster with the goal to save lives.

Federal Law Enforcement Training Centers

Law Enforcement Training

Component Description: The Federal Law Enforcement Training Centers (FLETC) provides career-long training to law enforcement professionals to help them fulfill their responsibilities safely and proficiently.

Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Percent of Participating Organizations that agree the Federal Law Enforcement Training Centers' training programs address the right skills (e.g., critical knowledge, key skills and techniques, attitudes/behaviors) needed for their officers/agents to perform their law enforcement duties	Target	95%	95%	90%	90%	90%	Retired	
	Result	95%	97%	98%	98%	97%		

Brief Description: This measure reports customers feedback on the skills training provided to law enforcement officers and others who attend Federal Law Enforcement training along with providing on-going feedback and ideas for improvements that are incorporated into FLETC training curricula, processes, and procedures. This measure has been retired as the measure below provides similar information.

Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Percent of Participating Organizations satisfied with the training provided by the Federal Law Enforcement Training Centers	Target	95%	95%	90%	90%	90%	92%	92%
	Result	94%	98%	93%	100%	100%		

Brief Description: This measure reports customers feedback on the skills training provided to law enforcement officers and others who attend Federal Law Enforcement training along with providing on-going feedback and ideas for improvements that are

incorporated into FLETC training curricula, processes, and procedures. This measure was moved from the management measure set to the strategic measure set as it communicates value delivered to external stakeholders, as such, it is considered a new measure and is not include in the summary with respect to overall Met/Not Met results.

Immigration and Customs Enforcement

Enforcement and Removal Operations

Mission Program Goal: Improve the ability of the Department to arrest, detain, and remove criminals, fugitives, and other dangerous foreign nationals.

Mission Program Description: Enforcement and Removal Operations (ERO) enforces the Nation’s immigration laws by identifying and apprehending noncitizens, detaining those individuals pending final determination of removability, and removing them from the United States. ERO prioritizes the apprehension, arrest, and removal of those who pose a threat to national security, individuals apprehended at the border or ports of entry while attempting to unlawfully enter the United States, and individuals determined to pose a threat to public safety. ERO manages all logistical aspects of the removal process, including domestic transportation, detention, alternatives to detention programs, bond management, and supervised release. In addition, ERO repatriates those ordered removed from the United States to more than 170 countries around the world.

Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Average length of stay in detention of all convicted criminal noncitizens prior to removal from the United States (in days)	Target	≤ 37.5	≤ 44.0	≤ 44.0	≤ 44.0	≤ 44.0	Retired	
	Result	43.9	48.8	47.4	46.1	53.4		

Brief Description: This measure provides an indicator of efficiencies achieved in driving down the Average Length of Stay (ALOS) for convicted criminals in ICE detention facilities. Decreases in the ALOS can significantly reduce the overall costs associated with detention prior to removal. This measure is being retired from the strategic measure set and moving to the management measure set as it more closely aligns with the budget formulation and execution.

Explanation and Corrective Action: Changes in Criminal ALOS appear to be the result of many factors including a shift in citizenship mix of the population that reaches ERO custody, with citizenships from low-volume countries with traditionally high ALOS comprising a larger share of the book-out population. ERO witnessed a rise in nearly all Areas of Responsibility (AORs), with ALOS rising the most in border AORs, where the impact of reduction in populations with historically faster book-outs and removals had the greatest effect on year-end totals. In addition, increased ALOS may also be attributed to decreases in commercial flight availability due to border and airport closures related to the pandemic. An increase in case processing times at the Executive Office for Immigration Review (EOIR) and USCIS continue to be a contributing factor in the increase of Criminal ALOS. Additional areas where ICE can concentrate improvement efforts include continuing efforts to obtain increased levels of cooperation from foreign countries through channels such as the Removals Cooperation Initiative (RCI) between ICE and the State Department to achieve efficiencies in the removal process.

* Name change from: Average length of stay in detention of all convicted criminal aliens prior to removal from the United States (in days)

Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Number of convicted criminal noncitizens who were returned or were removed from the United States*	Target	158,664	140,000	126,000	151,000	151,000	97,440**	97,440
	Result	138,669	127,699	145,262	150,141	103,762		

Brief Description: This measure reflects the program’s efforts to ensure convicted criminal noncitizens do not remain in the United States, contributing to public safety and national security.

Explanation and Corrective Action: A number of factors impacted the result which was lower than projected. The most significant external factors impacting Convicted Criminal Removals have been the worldwide pandemic which led to the closure of airports both domestically and abroad. Border closures as well as closures in airports and jails impacted enforcement efforts. CDC guidance recommended capacities in detention centers be reduced to 75% to reduce potential transmission of COVID-19. Compliance with CDC guidelines regarding detention capacity significantly hindered ICE’s overall ability to effect removals. This decrease in removal

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actions may be in part driven by a combination of overall migration numbers as well as other policy-related factors. The program will follow current COVID-19 restrictions and will support ongoing efforts to remove or return criminal noncitizens.

* Name change from: Number of convicted criminal illegal immigrants who were returned or were removed from the United States

** Target previously published in last year's Annual Performance report as 151,000. The program's rationale for changing the target is that criminal removals continue to face several factors outside of the program's control.

Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Percent of detention facilities found in compliance with the national detention standards by receiving a final acceptable inspection rating	Target	100%	100%	100%	100%	100%	100%	100%
	Result	100%	100%	100%	95%	100%		

Brief Description: Through a robust inspections program, the program ensures facilities utilized to detain those who entered the country illegally in immigration proceedings or awaiting removal to their countries do so in accordance with the Performance Based National Detention Standards.

Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Total number of noncitizens who were returned or removed from the United States*	Target	---	---	210,000	238,000	238,000	167,420**	167,420
	Result	---	---	256,085	267,258	185,884		

Brief Description: This measure provides a comprehensive picture of all returns and removals accomplished by the program.

Explanation and Corrective Action: These results are below the projected target and were impacted in a similar manner as the Number of convicted criminal noncitizens who were returned or were removed from the United States measure listed above.

* Name change from: Total number of illegal immigrants who were returned or removed from the United States

** Target previously published in last year's Annual Performance report as 257,174. The program's rationale for changing the target is based on the ongoing COVID-19 implications and CDC guidance that will have an expected impact for FY 2021.

Homeland Security Investigations

Mission Program Goal: Prevent the exploitation of systemic vulnerabilities in trade and immigration that allow foreign terrorists, other criminals, and their organizations to endanger the American people, property, and infrastructure.

Mission Program Description: The Homeland Security Investigations (HSI) program conducts criminal investigations to protect the United States against terrorism and criminal organizations that threaten public safety and national security. HSI combats transnational criminal enterprises that seek to exploit America's legitimate trade, travel, and financial systems. This program upholds and enforces America's customs and immigration laws at and beyond our Nation's borders.

Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Number of enforcement-related actions against employers that violate immigration-related employment laws	Target	1,854	1,854	1,854	1,854	3,000	3,000	3,000
	Result	1,880	1,730	6,398	6,921	4,415		

Brief Description: This measure demonstrates the impact of worksite enforcement operations to ensure that employers do not violate immigration-related employment laws.

Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Percent of significant Homeland Security Investigations cases that result in a disruption or dismantlement	Target	---	15.8%	15.8%	15.9%	16.1%	Retired	
	Result	---	22.9%	18.0%	15.1%	24.8%		

Brief Description: This measure indicates how frequently the program's investigations effectively degrade high-threat transnational criminal organizations engaged in illicit trade, travel, or finance (both drug-related or non-drug-related); counter-terrorism, threats to national security, violations of immigration-related employment law, or child exploitation. This measure was retired and replaced with the measure below.

Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Number of significant Homeland Security Investigation cases that resulted in a disruption or dismantlement	Target	---	---	---	---	---	366	369
	Result	---	---	---	---	---	New Measure	
<i>Brief Description:</i> The measure provides an understanding of the impact of investigation effort to effectively degrade high-threat transnational criminal organizations engaged in illicit trade, travel, or finance (both drug-related or non-drug-related); counter-terrorism, threats to national security, violations of immigration-related employment law, or child exploitation.								

Office of the Principal Legal Advisor								
Mission Program Goal: Provide timely and accurate legal advice and conduct litigation activities to advance the ICE mission.								
Mission Program Description: The Office of the Principal Legal Advisor (OPLA) provides a full-range of legal services to ICE, including advice and counsel to ICE personnel on their law enforcement authorities and potential liabilities. The program represents ICE before multiple administrative venues and supports the Department of Justice in the prosecution of ICE cases and in the defense of civil cases against ICE. OPLA attorneys serve as the exclusive DHS representatives in removal proceedings before U.S. Department of Justice, Executive Office for Immigration Review.								
Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Percent of final administrative orders that result in orders of removal from the United States	Target	---	---	---	65%	67%	67%	67%
	Result	---	---	---	76.0%	77.8%		
<i>Brief Description:</i> Attorneys in the Office of the Principal Legal Advisor play an integral role in enforcing the Nation's immigration laws by litigating cases in immigration court and securing orders of removal against those found to be in violation of the Immigration and Nationality Act.								

Office of Intelligence and Analysis

Office of Intelligence and Analysis								
Component Description: The Office of Intelligence and Analysis equips the Homeland Security Enterprise with the timely intelligence and information it needs to keep the homeland safe, secure, and resilient.								
Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Number of intelligence reports shared with the intelligence community	Target	---	2,680	2,730	2,784	2,839	Retired	
	Result	---	3,602	5,270	3,044	3,042		
<i>Brief Description:</i> This measure reflects the DHS contribution of raw, unevaluated intelligence to the U.S. Intelligence Community and the Federal Government that were aligned to relevant homeland security intelligence priorities and contains unique information obtained from intelligence officers in the field. This measure was retired and replaced with measures that better reflect the program's effort.								
Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Percent of finished intelligence products aligned to key intelligence questions	Target	---	---	---	---	---	80%	80%
	Result	---	---	---	---	---	New Measure	
<i>Brief Description:</i> This measure was created in response to Congressional authorization committee request and provides insight to the level of finished products supporting key intelligence priorities.								
Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Percent of finished intelligence products shared with the Intelligence Community	Target	---	---	---	---	---	95%	95%
	Result	---	---	---	---	---	New Measure	

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<i>Brief Description:</i> This measure reflects the percent of finished DHS intelligence products that are considered compliant with Intelligence Community Directive (ICD) 203 and highlight the level of interaction and support with the Intelligence Community.								
Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Percent of finished intelligence products shared with state, local, tribal, territorial, and private sector partners	Target	---	---	---	---	---	50%	50%
	Result	---	---	---	---	---	New Measure	
<i>Brief Description:</i> This measure reflects the percent of finished DHS intelligence products that are considered compliant with Intelligence Community Directive (ICD) 203 and highlight the level of interaction and support with state, local, tribal, territorial, and private sector partners.								
Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Percent of intelligence reports rated satisfactory and useful by customers	Target	---	---	---	---	---	80%	80%
	Result	---	---	---	---	---	New Measure	
<i>Brief Description:</i> This measure gauges the extent to which finished intelligence products are satisfying customers' needs. A finished intelligence product is a product of analytical judgement applied to address intelligence questions produced by DHS or through partnerships with other agencies.								
Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Percent of intelligence reports rated satisfactory or higher in customer feedback that enable customers to manage risks to cyberspace	Target	94%	95%	95%	95%	95%	Retired	
	Result	84%	90%	95%	98%	97%		
<i>Brief Description:</i> This measure gauges the extent to which the DHS Intelligence Enterprise is satisfying their customers' needs related to managing risks to cyberspace. This measure was retired because the new satisfaction measure accounts for this activity.								
Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Percent of intelligence reports rated satisfactory or higher in customer feedback that enable customers to understand the threat	Target	94%	95%	95%	95%	95%	Retired	
	Result	95%	94%	99%	96%	98%		
<i>Brief Description:</i> This measure gauges the extent to which the DHS Intelligence Enterprise is satisfying their customers' needs related to anticipating emerging threats. This measure was retired because the new satisfaction measure accounts for this activity.								

Office of Operations Coordination

Office of Operations Coordination								
Component Description: The Office of Operations Coordination provides information daily to the Secretary of Homeland Security, senior leaders, and the homeland security enterprise to enable decision-making; oversees the National Operations Center; and leads the Department's Continuity of Operations and Government Programs to enable continuation of primary mission essential functions in the event of a degraded or crisis operating environment.								
Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Percent of National Operations Center incident reports and situational awareness products produced and disseminated to the homeland security enterprise within targeted timeframes	Target	---	90%	90%	90%	90%	94%*	94%
	Result	---	98%	99%	100%	97.7%		
<i>Brief Description:</i> The measure indicates the timeliness of the dissemination of reports and products that provide situational awareness for senior leader decision-making and across the Homeland Security Enterprise (HSE). * Target previously published in last year's Annual Performance Report as 90%. The program's rationale for increasing the targets are to make them more in-line with current results.								

Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Percent of risk assessments for federal security support of large public/community special events completed within the targeted time frame	Target	---	98.0%	98.0%	98.0%	99.0%	99.0%	99.0%
	Result	---	99.4%	100%	99.5%	94.4%		
<p><i>Brief Description:</i> The measure indicates the timeliness of risk assessments that are used by federal agencies as criteria to determine their level of support to state and local events and is the primary federal awareness mechanism for special events occurring across the Nation.</p> <p><i>Explanation and Corrective Action:</i> These events are assessed using the Special Event Assessment Rating (SEAR) methodology, resulting in the National Special Events List, aligned by 5 levels of risk. SEAR levels are used by federal agencies to determine their level of support to state and local events. The list is the primary federal awareness mechanism for special events occurring across the Nation. During Q1 technical issues and a significant increase in National Special Events Data Call events from the previous year resulted in assessments not being completed within the targeted time frame. During Q2, the timing of the FEMA grant cycle resulted in a surge of short notice special event entries. The technology used for inputs has been updated to improve performance in FY 2021.</p>								

Science and Technology Directorate

Research, Development, and Innovation								
Component Description: Science and Technology Directorate (S&T) is the primary research and development arm of the Department. S&T provides federal, state, and local officials with the technology and capabilities to protect the homeland.								
Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Percent of technology or knowledge products transitioned to customers for planned improvements in the Homeland Security Enterprise	Target	---	---	---	---	75%	75%	75%
	Result	---	---	---	---	66%		
<p><i>Brief Description:</i> This measure reflects the percent at which S&T meets its planned fiscal year transitions of technology or knowledge products for research and development funded programs/projects. A successful transition is the ownership and operation of a technology or knowledge product by a customer within the HSE.</p> <p><i>Explanation and Corrective Action:</i> In FY 2020, S&T completed 33 of 50 planned transitions. S&T delivered: biodetection and biosurveillance system architectures; phenotype study analysis for Domestic Breeding Consortium Project; case studies of six border communities; trade analysis study; and knowledge products to internal and external customers. S&T also transitioned: Counter Unmanned Aircraft Systems to protect component identified high priority facilities; Silicon Valley Innovation Program products to CBP; first responder technologies to the commercial marketplace; and Forensic Video Exploitation and Analysis tool suite to an industry partner. These transitions indicate the value that S&T provides to improve homeland security operations and assist customers to execute their mission. Planned transitions were not completed due to delays in enacted appropriations, processing related to the Paperwork Reduction Act to conduct a survey required to deliver a communications toolkit to first responders, and COVID-19 restrictions on travel and access to facilities or sites. S&T also shifted resources to meet emergent DHS requirements due to the COVID-19 pandemic; S&T produced multiple knowledge products and proposed operational processes and technologies for use by DHS Components and the interagency, which were not part of the original planned transitions and would have exceeded the fiscal year target. S&T plans to continue engagement with its customers and stakeholders, including Congress as well as Office of Management and Budget, to ensure the processes and regulations required to execute Research and Development programs and projects are in place.</p>								

Transportation Security Administration

Aviation Screening Operations								
<p>Mission Program Goal: Enhance aviation security by using intelligence-driven, risk-based, layered passenger and baggage screening procedures and technology to increase aviation security while managing the passenger experience.</p> <p>Mission Program Description: The Aviation Screening Operations program applies intelligence-driven, risk-based, layered passenger and baggage screening procedures and technology to increase aviation security to prevent terrorism and criminal activity. The program implements processes that allow personnel at security checkpoints to focus on high-risk and unknown travelers while managing the passenger experience. The program also ensures the 100-percent screening of checked baggage for prohibited items. Other activities include training the screener workforce, vetting airline passengers, and canine operations.</p>								
Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Average number of days for DHS Traveler Redress Inquiry Program redress requests to be closed	Target	< 60	< 55	< 55	< 55	< 55	< 55	< 55
	Result	44	50	37	42	45		
<p><i>Brief Description:</i> This measure indicates how quickly the program is providing redress to individuals who have inquiries or seek resolution regarding difficulties they experienced during their travel screening at transportation hubs or crossing U.S. borders.</p>								
Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Percent of canine teams that pass operational training assessments within 90 days of completing basic course at the Canine Training Center	Target	---	---	---	---	80%	80%	80%
	Result	---	---	---	---	81%		
<p><i>Brief Description:</i> The measure is an indicator of the Canine Training Center training program success.</p>								
Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Percent of daily passengers receiving expedited physical screening based on assessed low risk	Target	50%	50%	50%	50%	50%	50%	50%
	Result	46%	55%	54%	46%	44%		
<p><i>Brief Description:</i> This measure indicates the percent of domestic air passengers who receive expedited screening due to their being determined to be low risk so as to allow Transportation Security Officers to focus on those passengers who are potentially high-risk to the aviation system.</p> <p><i>Explanation and Corrective Action:</i> As COVID struck, TSA saw a dramatic change in the composition of those traveling – namely the number of business travelers and frequent leisure travelers dropped, and these are individuals who are much more likely to be enrolled in frequent traveler programs (PreCheck and Global Entry). There was also a drop of those traveling in the “older” population who are more likely to enroll in Pre-Check (those 45 – 65). Folks that continued to travel during COVID were the infrequent travelers, who may tend to do one trip a year, and thus are much less likely to be enrolled in a frequent traveler program, and thus receive expedited screening. The program will continue to monitor changes in the level and composition of the traveling public and work to achieve the established targets in the future.</p>								
Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Percent of passenger data submissions that successfully undergo Secure Flight watch list matching	Target	---	100%	100%	100%	100%	100%	100%
	Result	---	100%	100%	100%	100%		
<p><i>Brief Description:</i> This measure ensures the traveling public that all domestic air passengers have undergone checking against watch lists as one means Vetting individuals against high risk watch lists strengthens the security of the transportation system.</p>								
Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Percent of Transportation Security Officers that achieve a first-time pass rate on the Image Interpretation Test	Target	---	---	---	---	90%	90%	90%
	Result	---	---	---	---	95%		
<p><i>Brief Description:</i> This measure gauges the ability of Transportation Security Officers to identify prohibited items such as guns, knives, and improvised explosive devices through X-ray screening and serves as feedback for the effectiveness of training programs and experiences.</p>								

Other Operations and Enforcement								
Mission Program Goal: Strengthen the security regulation and enforcement presence in the Nation’s commercial transportation sectors.								
Mission Program Description: The Other Operations and Enforcement program encompasses security reviews, assessment, and enforcement activities in the various modes of commercial transportation. The program includes intelligence and analysis, domestic and international inspectors, reviews and assessments, Federal Air Marshals, deputizing airline pilots, and training crew members in self-defense. This program ensures compliance with transportation-related regulations and standards, providing credentialing services for transportation sector, and the vetting of the transportation workforce to prevent terrorism and criminal activity.								
Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Percent of air carriers operating from domestic airports in compliance with standard security programs	Target	100%	100%	100%	100%	90%	90%	90%
	Result	98.0%	97.7%	87.0%	89.0%	86.0%		
<p><i>Brief Description:</i> This measure indicates the level of compliance by domestic air carriers designed to enhance the safety of the Nation’s transportation systems and infrastructure.</p> <p><i>Explanation and Corrective Action:</i> In FY 2020, the program experienced significant impacts due to the novel Coronavirus as it relates to domestic airport compliance. Inspections and other Headquarters-related activities were not able to be conducted due to the COVID pandemic and travel restrictions. The program will continue to follow all health advisements and engage with security stakeholders that operate under TSA-regulated security programs. Going forward, the program will prioritize these visits by addressing compliance through a risk tier rating process that will allow Compliance field offices to safely conduct comprehensive inspections.</p>								
Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Percent of attended interchanges of rail cars containing rail security sensitive materials transiting into or through high-threat urban areas	Target	---	---	95%	95%	95%	95%	95%
	Result	---	---	99%	97%	100%		
<p><i>Brief Description:</i> This measure indicates the extent to which TSA personnel observe the transit of freight rail containers carrying materials that could be used by terrorists or those with malintent to harm property and people. These observations, or attended interchanges, occur in high-threat urban areas where the impact of malicious use of these materials could be devastating.</p>								
Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Percent of domestic cargo audits that meet screening standards	Target	95%	96%	97%	98%	98%	98%	98%
	Result	98.0%	97.7%	95.0%	95.0%	93%		
<p><i>Brief Description:</i> This measure reports the compliance of domestic air cargo carriers with cargo screening standards so as to indicate shortfalls to be addressed and enhance the safety and efficiency of air commerce.</p> <p><i>Explanation and Corrective Action:</i> In FY 2020, the program experienced significant impact in its ability to conduct cargo audits due to COVID-19. Similar to the domestic compliance measure, the program will prioritize these visits by addressing compliance through a risk tier rating process that will allow Compliance field offices to safely conduct comprehensive inspections.</p>								
Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Percent of identified vulnerabilities at last point of departure airports addressed through stakeholder engagement and partnerships	Target	---	---	---	---	70%	85%*	85%
	Result	---	---	---	---	74%		
<p><i>Brief Description:</i> This measure will indicate the percent of vulnerabilities identified through the programs inspection activities that have been communicated and deliberated upon through stakeholder engagement and partnerships in an effort to encourage action to close these gaps by foreign airports. By working to mitigate aviation security risks at foreign last point of departure airports the program strives to improve aviation security.</p> <p>* Target previously published in last year’s Annual Performance report as 75%. The program’s rationale for increasing the targets is to make them more in-line with projected improvements.</p>								
Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Percent of international cargo audits that meet screening standards	Target	95%	96%	97%	98%	98%	98%	98%
	Result	97.0%	97.6%	88.0%	91.0%	86.0%		

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<p><i>Brief Description:</i> This measure indicates the level of compliance by international air carriers designed to enhance the safety of the Nation’s transportation systems and infrastructure. Compliance with international cargo screening standards enhances the safety and efficiency of air commerce and also reduces the risk of criminal and terrorist misuse of the supply chain.</p> <p><i>Explanation and Corrective Action:</i> The results for this measure was subject to similar challenges due to COVID-19 as the program’s other inspection and compliance measures. For FY21, assessments and inspections that were not able to be conducted due to the COVID pandemic will be addressed as travel restrictions are lifted and the program is able to authorize foreign travel for air carrier inspections and foreign airport assessments. Compliance will prioritize the visits by reviewing risk scores (aviation security), current operations/ capabilities, and proposed operations.</p>								
Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Percent of overall compliance of domestic airports with established aviation security indicators	Target	100%	100%	100%	100%	100%	100%	100%
	Result	93.0%	93.9%	91.0%	92.0%	89%		
<p><i>Brief Description:</i> This measure reports the extent to which domestic airports are complying with security indicators designed to assesses airport vulnerabilities and provide an overall security posture of our domestic aviation system.</p> <p><i>Explanation and Corrective Action:</i> Similar to the air carrier’s compliance measure, the result for this measure were impacted due to COVID-19 for inspections and other Headquarters-related activities were not able to be conducted. The program will continue to follow all health advisements and engage with security stakeholders that operate under TSA-regulated security programs. The program will prioritize these visits by addressing compliance through a risk tier rating process that will allow Compliance field offices to safely conduct comprehensive inspections.</p>								
Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Percent of overall level of implementation of industry agreed upon Security and Emergency Management action items by mass transit and passenger rail agencies	Target	86%	75%	77%	79%	70%	70%	70%
	Result	71%	74%	67%	67%	67%		
<p><i>Brief Description:</i> This measure communicates the extent to which mass transit and passenger rail agencies have implemented agreed upon industry best practices to safeguard the rail mass transit system. Since the program works in an advisory capacity, rail agency owners and operations fully own the decision to implement these best practices, but the program works to affect forward movement to address gaps.</p> <p><i>Explanation and Corrective Action:</i> The COVID-19 pandemic had a large effect on the number of BASE Assessments completed during the fourth quarter which accounts for the decrease in the number of agencies in the numerator and denominator in this measure. Fiscal constraints have limited the ability of the transit systems to maintain or improve their security postures. Program field personnel have been working the transit systems by providing them best practices and other guidance material to help them improve their respective security postures.</p>								
Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Percent of TSA-regulated entities inspected per fiscal year by transportation security inspectors	Target	---	---	90%	90%	90%	90%	90%
	Result	---	---	98%	99%	72%		
<p><i>Brief Description:</i> This measure reflects that level of oversight provided the program to inspect regulated entities to identify vulnerabilities and facilitate their closure and provides assurance of the program’s ongoing efforts to ensure the overall security posture of air carrier, indirect air carrier, airports, and certified cargo screening facilities.</p> <p><i>Explanation and Corrective Action:</i> Similar to all the other inspection measures, the results for FY20 were negatively impacted by COVID-19. The program will prioritize these visits by addressing compliance through a risk tier rating process that will allow Compliance field offices to safely conduct comprehensive inspections.</p>								

U.S. Citizenship and Immigration Services

Employment Status Verification

Mission Program Goal: Ensure lawful employment and the protection of American workers by providing efficient and accurate confirmation of employment eligibility information.

Mission Program Description: The electronic employment eligibility verification E-Verify program enables enrolled employers to confirm the work authorization of their newly hired employees quickly and easily. E-Verify is an Internet-based system that compares information from an employee's Form I-9, Employment Eligibility Verification, to records available to DHS to confirm employment eligibility within seconds.

Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Percent of workers determined to be Employment Authorized after an initial mismatch	Target	≤ 0.80%	≤ 0.70%	≤ 0.60%	≤ 0.50%	≤ 0.40%	≤ 0.40%	≤ 0.40%
	Result	0.16%	0.15%	0.16%	0.21%	0.23%		

Brief Description: This measure provides a feedback mechanism to indicate the accuracy of E-Verify by reporting the number of cases in which adjudicating officials in the program find a person “employment authorized” after an initial automated mis-match decision. Ensuring the accuracy of E-Verify processing reflects the program’s intent to minimize negative impacts imposed upon those entitled to employment in the U.S. while ensuring the integrity of immigration benefits by effectively detecting and preventing unauthorized employment.

Fraud Prevention and Detection

Mission Program Goal: Enhance the security and integrity of the legal immigration system by eliminating systemic vulnerabilities.

Mission Program Description: The Fraud Prevention and Detection program supports activities related to preventing and detecting immigration benefit fraud. The program leads efforts to identify threats to national security and public safety, deter, detect, and combat immigration benefit fraud, and remove systemic and other vulnerabilities. This is part of the Fraud Prevention and Detection Fee Account.

Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Percent of fraud referrals from adjudicative directorates that are closed or converted into fraud cases within 90 calendar days*	Target	---	---	---	---	95%	80%	80%
	Result	---	---	---	---	78%		

Brief Description: This measure indicates the program’s ability to review and adjudicate fraud referrals in a timely manner so as to safeguard the integrity of the nation’s lawful immigration system while fostering timely and accurate adjudication of applications.

Explanation and Corrective Action: Two primary factors caused the program to miss this target. The first was adjudicative directorate’s inexperience with the measure, which was new for FY 2020. Managers at Regional Offices, Asylum Offices, and Service Centers had very little time to familiarize themselves with the reporting tools needed to track referrals and ensure compliance with the new measure. The second was the COVID-19 pandemic, which caused the suspension of site visits until safety precautions could be put in place. Also, sudden COVID-related office closures prohibited program personnel from obtaining the physical files needed to process referrals. Ensuring prompt resolution of fraud concerns helps to safeguard the integrity of the Nation’s lawful immigration system while fostering timely and accurate adjudication of applications. The following corrective actions will be implemented: a change in policy requiring elevation of a referral to a case before a site visit is conducted; program personnel will have three months to determine if a referral needs a site visit and, if so, elevate it to a case; the program will conduct meetings with adjudicative directorates’ field managers to ensure they understand the measure and available referral tracking tools as well as the new 90-working day time to assist in meeting this target.

* Name change from: *Percent of fraud referrals from adjudicative directorates that are closed or converted into fraud cases within 60 working days.* The measure was revised to change the scope from working days to calendar days and change the period from 60 to 90 days.

** Target previously published in last year’s Annual Performance report as 95%. The program’s rationale for lowering the target is to be in line with FY 2020 results.

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Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Percent of Immigration Services Officers, Asylum Officers, and Refugee Officers who receive advanced fraud detection or interview skills enhancement training	Target	---	---	---	---	95%	95%	95%
	Result	---	---	---	---	29%		
<p><i>Brief Description:</i> This measure indicates the extent to which key personnel, who are involved in the process to assess immigration benefit applications, receive advanced training to improve their ability to detect fraudulent applications and/or to assess the completeness and truthfulness of responses from applicants. Increasing the officer's ability to detect fraud helps mitigate the risk of applicants receiving fraudulent benefits.</p> <p><i>Explanation and Corrective Action:</i> Delays in getting the e-learning module completed did not allow for the required rating to be conducted. The training module has been deployed and the program expects the target results will be achieved in FY 2021.</p>								
Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Percent of system generated notifications related to national security, public safety, or fraud triaged within 60 calendar days*	Target	---	---	---	---	85%	80%**	80%
	Result	---	---	---	---	85%		
<p><i>Brief Description:</i> Biometric notifications include derogatory information related to historical fingerprint enrollment records and other biometric type information. Continuous vetting of biometric information helps safeguard the integrity of the nation's lawful immigration system.</p> <p>* Measure name change from: <i>Percent of system generated biometric notifications related to multiple identities triaged within 60 working days.</i> Minor changes to the verification and validation to change the scope from working days to calendar days.</p> <p>** Target previously published in last year's Annual Performance report as 85%. The program's rationale for lowering the target is to account for a reduction of 3.5 weeks to generate notifications.</p>								

Immigration Services

Mission Program Goal: Ensure immigration benefit and services are processed in a timely and accurate manner.
Mission Program Description: The Immigration Services program supports and promotes lawful immigration by processing benefit requests, so that only those eligible for immigration benefits are approved. This includes processing refugee and asylum applications as well as providing assimilation services for lawful immigrants. This is part of the Immigration Examinations Fee Account and the H-1B Nonimmigrant Petitioner Fee Account.

Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Percent of appealed decisions that are dismissed by the Administrative Appeals Office	Target	---	---	---	---	98%	Retired	
	Result	---	---	---	---	71%		
<p><i>Brief Description:</i> This measure reflects a confirmation by the Administrative Appeals Office (AAO) of the thoroughness and accuracy of the program's decisions regarding immigration benefits. Decisions not overturned by the Administrative Appeals Office validate the accuracy of the adjudicative decisions. This measure was retired because the measure does not accurately assess the number of dismissed appeals, for appeals can be challenged repeatedly by the petitioner if it is denied.</p> <p><i>Explanation and Corrective Action:</i> This measure gauges the percent of Form I-290B, Notice of Appeal or Motion appeals dismissed by the AAO for all immigration forms. The AAO has jurisdiction to review all immigration cases regarding law and regulation interpretations, except the I-130 and I-129 cases which fall under the jurisdiction of the Board of Immigration Appeals. Decisions not overturned by the AAO validate the accuracy of the adjudicative decisions. AAO's current practice will be considered. This measure will be retired in FY 2021.</p>								
Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Percent of approved applications for naturalization that were appropriately decided	Target	99%	99%	99%	99%	99%	99%	99%
	Result	99%	99%	99%	99%	99%		
<p><i>Brief Description:</i> This measure assesses the program's ability to process the N-400 to provide immigration benefit services accurately and with full traceability. Additionally, the program uses results of this quality review process to improve the training of adjudicators and the processes used in conducting adjudications.</p>								

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Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Percent of approved applications for permanent residence that were appropriately decided	Target	99%	99%	99%	99%	99%	99%	99%
	Result	99%	99%	99%	99%	96%		
<p><i>Brief Description:</i> This measure assesses the program's ability to process the I-485 to provide immigration benefit services accurately and with full traceability. Additionally, the program uses results of this quality review process to improve the training of adjudicators and the processes used in conducting adjudications.</p> <p><i>Explanation and Corrective Action:</i> Due to the operational disruptions due to COVID-19, the program was unable to complete the FY 2020 Q4 review. Given the ongoing challenges the program expects continued delays in reporting its performance results into the foreseeable future.</p>								
Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Percent of approved refugee and asylum applications that were appropriately decided	Target	---	---	---	---	99%	99%	99%
	Result	---	---	---	---	0%		
<p><i>Brief Description:</i> This measure assesses the program's ability to process applications for Asylum and Refugee status to provide immigration benefit services accurately and with full traceability.</p> <p><i>Explanation and Corrective Action:</i> The program was unfortunately not able to reliably conduct reviews to determine if the applications were appropriately decided for a number of reasons. First, the total population of applications that provide the sampling pool for this measure had dropped dramatically due to changes by the Administration. Second, the program had hired a number of new staff to engage in this work, but they had not yet fulfilled their on-the-job- training experiences so their review data could not be reliability included in results for this measure. Third, COVID-19 prevented the typical sequencing of events of assembling teams to conduct this work, which typically involves travel and access to physical files. Thus, no results could be reported for FY20 for this annually reported measure. The program is working to address these challenges by engaging early on to conduct reviews in FY21, and this data will be included in the coming year's results for this measure</p>								
Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Percent of Immigration, Fraud, and Asylum and Refugee Officers who are trained to perform their duties within six months of entry on duty	Target	---	---	---	---	90%	Retired	
	Result	---	---	---	---	46%		
<p><i>Brief Description:</i> This measure will report on the challenge of quickly getting relevant officers trained so they have the skills they need to perform their duties. Ensuring officers are adequately trained and certified before performing their job duties protects the integrity of the immigration system.</p> <p><i>Explanation and Corrective Action:</i> This measure was retired because the measure was too broad and combined the results from three separate training programs with different target populations, training needs, training venues (e.g., residential vs virtual) and training durations making it challenging to making meaningful comparisons and decisions in aggregate. Replacement measure is listed below.</p>								
Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Percent of Immigration Officers who are trained to perform their duties within six months of entry on duty	Target	---	---	---	---	---	90%	90%
	Result	---	---	---	---	---	New Measure	
<p><i>Additional Information:</i> This measure provides feedback to ensure that Immigration Officers are receiving timely training so they can have the tools to effectively accomplish their job responsibilities.</p>								
Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Percent of naturalization cases where derogatory information was identified and resolved prior to taking the oath of allegiance*	Target	---	---	---	---	100%	100%	100%
	Result	---	---	---	---	100%		
<p><i>Brief Description:</i> This measure will confirm that all avenues have been pursued to resolve information that influence the decision to grant naturalization to individuals prior to their engaging in the formal process of the taking the oath of allegiance to the U.S. information considered derogatory includes criminal activity, national security issues, or public safety concerns.</p> <p>* Measure name change from: <i>Percent of naturalized individuals where derogatory information was identified and resolved prior to taking the oath of allegiance</i></p>								

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Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Percent of time U.S. Citizenship and Immigration Services responds within four calendar days to U.S. Customs and Border Protection screening requests under the Migrant Protection Protocols*	Target	---	---	---	---	95%	Retired	
	Result	---	---	---	---	99%		
<p><i>Brief Description:</i> This measure reflects the responsiveness of the program to screening requests from the Border Patrol to ensure an orderly immigration process while ensuring that vulnerable populations receive the protections they need.</p> <p>Measure name change from: <i>Percent of time U.S. Citizenship and Immigration Services responds within four calendar days to U.S. Customs and Border Patrol screening requests under the Migrant Protection Protocols.</i></p> <p>This measure will be retired in FY 2021 as it no longer supports current policies.</p>								

U.S. Coast Guard

Maritime Law Enforcement								
Mission Program Goal: Ensure effective maritime law enforcement and border control.								
Mission Program Description: The Maritime Law Enforcement program preserves America’s jurisdictional rights within our maritime borders. The USCG is the lead federal maritime law enforcement agency for enforcing national and international law on the high seas, outer continental shelf, and inward from the U.S. Exclusive Economic Zone to inland navigable waters, including the Great Lakes. The following statutory missions contribute to the USCG’s Maritime Law Enforcement program: Drug Interdiction; Migrant Interdiction; Living Marine Resources; and Other Law Enforcement.								
Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Fishing regulation compliance rate	Target	96.5%	97.0%	97.0%	97.0%	97.0%	97.0%	97.0%
	Result	96.8%	97.1%	97.8%	98.0%	97.4%		
<p><i>Brief Description:</i> This measure reflects the percent of boardings at sea by the USCG during which no significant violations of domestic fisheries regulations are detected. This effort helps ensure the health and well-being of U.S. fisheries and marine protected species.</p>								
Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Interdiction rate of foreign fishing vessels violating U.S. waters	Target	---	---	18.0%	18.0%	35.0%	30%*	30%
	Result	---	---	31.3%	46.0%	39.6%		
<p><i>Brief Description:</i> This measure reflects efforts to prevent illegal foreign fishing vessels from encroaching on the Exclusive Economic Zone is a priority to protect the integrity of the Nation’s maritime borders and ensuring the health of U.S. fisheries.</p> <p>* Target previously published in last year’s Annual Performance report as 35%. The program’s rationale for lowering the target is an expected operational necessity that will draw assets away from fisheries enforcement to other USCG missions.</p>								
Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Migrant interdiction effectiveness in the maritime environment	Target	74.0%	74.5%	75.0%	75.0%	75.0%	75.0%	75.0%
	Result	79.3%	83.0%	72.0%	86.1%	77.3%		
<p><i>Brief Description:</i> This measure communicates the effectiveness of the maritime law enforcement program to interdict migrants attempting to enter the U.S. through maritime borders not protected by the Border Patrol.</p>								

Maritime Prevention

Mission Program Goal: Ensure marine safety and environmental protection and minimize security vulnerability of vessels and marine facilities.

Mission Program Description: The Maritime Prevention program mitigates the risk of human casualties and property losses, minimizes security risks, and protects the marine environment. The following statutory missions contribute to the USCG’s Maritime Prevention program: Ports, Waterways, and Coastal Security; Marine Safety; and Marine Environmental Protection.

Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Number of breaches at high-risk maritime facilities	Target	---	---	≤ 235	≤ 307	≤ 307	≤ 306	≤ 305
	Result	---	---	320	331	320		

Brief Description: This measure assesses the extent that high-risk maritime facilities are breached where security measures have been circumvented, eluded, or violated but no official incident occurred.

Explanation and Corrective Action: This measure reports the number of breaches of security incidents at facilities subject to the Maritime Transportation Security Act where no Transportation Security Incident has occurred, but established security measures have been circumvented, eluded or violated. None of the breaches resulted in a Transportation Security Incident. This measure continues to normalize following a 2015 policy change further defining reportable breaches of security.

Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Three-year average number of serious marine incidents	Target	≤ 701	≤ 698	≤ 698	≤ 689	≤ 644	≤ 686	≤ 685
	Result	688	684	705	748	612		

Brief Description: This measure assesses the impact of the program’s efforts to reduce the number of serious marine incidents through outreach, training, and inspections.

Maritime Response

Mission Program Goal: Rescue persons in distress and mitigate the impacts of maritime disaster events. Ensure maritime incident response and recovery preparedness.

Mission Program Description: The Maritime Response program mitigates the consequences of marine casualties and disastrous events. The USCG preparedness efforts ensure incident response and recovery resources are fully ready and capable to minimize impact of disasters to people, the environment, and the economy. The following statutory missions contribute to the USCG’s Maritime Response program: Search and Rescue and Marine Environmental Protection.

Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Percent of people in imminent danger saved in the maritime environment	Target	100.0%	100.0%	80.0%	80.0%	80.0%	80.0%	80.0%
	Result	79.4%	78.8%	78.0%	78.0%	86.5%		

Brief Description: This measure reports the percent of people who were in imminent danger on the oceans and other waterways and whose lives were saved by the USCG. While the program aspires to save all lives, due to distance, weather, and other challenges the results reflect the reality of the complexities faced in meeting this goal.

Maritime Security Operations

Mission Program Goal: Detect, deter, prevent, disrupt, and recover from terrorism in the maritime domain.

Mission Program Description: The Maritime Security Operations program encompasses activities to detect, deter, prevent, disrupt, and recover from terrorist attacks and other criminal acts in the maritime domain. It includes the execution of antiterrorism, response, and select recovery operations. This program conducts the operational element of the USCG’s Ports, Waterways, and Coastal Security mission and complements the other two elements: the establishment and oversight of maritime security regimes, and maritime domain awareness.

Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Percent risk reduction of coordinated anti-terrorism activities throughout the maritime transportation system	Target	---	---	---	---	42%	43%	44%
	Result	---	---	---	---	27%		

Brief Description: This measure reflects the risk reduction impact of maritime security and response operations conducted in and around ports in the 37 Captain of the Port zones by the USCG or federal, state, and local partners.

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Explanation and Corrective Action: Total risk reduction is the percentage of maximum risk reduction in the maritime domain achievable with unlimited resources through Maritime Security Response Operations (MSRO) activities as recorded by the Risk-Based Maritime Security Response Operations (RBMSRO) program. Both the actual and maximum possible risk reduction values are measured using the Risk Index Number (RIN), which equates relative expected loss by terrorism to economic value. Total risk reduction performance articulates the relative value of resource allocation and training needs across reporting units. FY 2020 missed risk reduction target as new users navigated tool reporting, units attempted to abate COVID-19 spread, and industry changes reduced opportunities for MSRO activities (e.g. halt of cruise industry). Travel restrictions stalled in-person outreach while virtual training returned minimal gains. Negative impacts of crew availability affected multiple RBMSRO activities supporting MSRO risk reduction performance.

Maritime Transportation Systems Management

Mission Program Goal: Safeguard and expedite lawful trade and travel and mitigate hazards and vulnerabilities.

Mission Program Description: The Maritime Transportation System Management program ensures a safe, secure, efficient and environmentally sound waterways system. The USCG minimizes disruptions to maritime commerce by assessing and mitigating risks to safe navigation and by providing waterways restoration capabilities after extreme weather events, marine accidents, or terrorist incidents. The USCG works in concert with other Federal agencies, state and local governments, marine industries, maritime associations, and the international community to optimize balanced use of the Nation's marine transportation system. The Aids to Navigation and Ice Operations statutory missions contribute to this program.

Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Availability of maritime navigation aids	Target	97.5%	97.5%	97.5%	97.5%	97.5%	97.5%	97.5%
	Result	97.7%	97.5%	97.1%	96.8%	96.5%		

Brief Description: This measure assesses the program's ability to manage short-range federal Aids to Navigation availability with promote safe navigation on the waterway.

Explanation and Corrective Action: Resource allocation impacts fixed aids to navigation (ATON) availability, resulting in declining aid availability rate levels that fall below USCG and International Standards. The USCG is exploring solutions to mitigate this risk.

U.S. Secret Service

Field Operations

Mission Program Goal: Protect the Nation's financial infrastructure by conducting criminal investigations of financial crimes, cybercrimes, counterfeit currency, and protective intelligence.

Mission Program Description: The Field Operations program supports the daily operations of the domestic and international field offices. The program is staffed by Special Agents, Uniformed Division Officers, Technical Law Enforcement, and administrative, professional, and technical personnel. Program personnel divide their time between conducting criminal investigations of financial crimes, cybercrimes, counterfeit currency, protective intelligence, and performing physical protection responsibilities. This enables the Department to protect the U.S. economy and continuity of government by investigating threats to financial payment systems, threats to leadership and locations, and events with symbolic and practical significance to U.S. citizens in physical space and cyberspace.

Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Amount of cyber-financial crime loss prevented (in billions)	Target	---	---	---	\$4.50	\$5.00	\$6.00	\$6.00
	Result	---	---	---	\$7.10	\$2.57		

Brief Description: This measure reflects the program's efforts to reduce financial losses to the public attributable to cyber financial crimes.

Explanation and Corrective Action: The USSS conducts highly complex cyber financial criminal investigations and heavily relies on partnerships with a variety of other law enforcement agencies, United States Attorney Offices, private industry, and foreign law enforcement. While interagency coordination can be challenging, the last 6 months have been significantly impacted due to the COVID-19 global pandemic. The U.S. court system has slowed and in person meetings with victims, businesses, and investigators have been severely impacted. As a result of the pandemic, the risks to our financial system have evolved and multiplied. The USSS will

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continue to adapt and work to continue safeguarding the integrity of the financial system from threats to our national and economic security, along with adapting to the changing landscape of cyber financial crime while determining appropriate pandemic precautions (virtual responses, etc.).

Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Number of cyber mitigation responses	Target	410	250	390	225	240	420*	460
	Result	157	253	271	416	539		

Brief Description: The program responds to organizations that suspect a malicious network intrusion has occurred and implements mitigation responses to secure the network(s). Each cyber mitigation response involves one or more of the following activities: identifying potential victims/subjects, notifying victims/subjects, interviewing victims/subjects, confirming network intrusion, supporting mitigation of breach activity, and retrieving and analyzing forensic evidence.

* Target previously published in last year's Annual Performance report as 275. The program's rationale for increasing the targets are to make them more in-line with current results while realizing the volatility of these findings based on unpredictable events.

Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Number of financial accounts recovered (in millions)	Target	0.40	0.40	0.50	0.50	0.50	1.00*	1.25
	Result	0.51	27.18	5.70	1.39	3.30		

Brief Description: This measure represents the number of financial accounts recovered during cyber investigations including bank accounts, credit card accounts, PayPal, and other online money transfer accounts.

* Target previously published in last year's Annual Performance report as 0.50. The program's rationale for increasing the targets are to make them more in-line with current results while realizing the volatility of these findings based on unpredictable events.

Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Number of law enforcement individuals trained in cybercrime and cyberforensics both domestically and overseas	Target	1,800	1,900	2,000	2,500	2,800	4,000*	4,200
	Result	1,906	1,968	2,773	3,375	4,921		

Brief Description: This measure communicates the number of law enforcement individuals trained by the program to facilitate investigations and resolution of financial cybercrimes.

* Target previously published in last year's Annual Performance report as 2,900. The program's rationale for increasing the targets are to make them more in-line with current results.

Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Percent of currency identified as counterfeit	Target	< 0.0090%	< 0.0088%	< 0.0088%	< 0.0088%	< 0.0090%	<0.0088%	<0.0088%
	Result	0.0057%	0.0093%	0.0064%	0.0060%	0.0051%		

Brief Description: This measure is an indicator of the proportion of counterfeit currency relative to the amount of genuine U.S. Currency in circulation and reflects the program's efforts to reduce financial losses to the public attributable to counterfeit currency.

Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Percent of National Center for Missing and Exploited Children examinations requested that are conducted	Target	100%	100%	100%	100%	100%	100%	100%
	Result	100%	100%	100%	100%	100%		

Brief Description: This measure represents the prioritized efforts of the program in conducting computer and polygraph forensic exams conducted in support of any investigation involving missing or exploited children in relation to the number of computer and polygraph forensic exams requested.

Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Terabytes of data forensically analyzed for criminal investigations	Target	6,000	7,000	5,000	5,100	8,000	13,000*	13,500
	Result	3,334	5,019	8,862	11,632	15,798		

Brief Description: This measure represents the amount of data, in terabytes, seized and forensically analyzed via investigations and those conducted by partners trained at the National Computer Forensics Institute. Training law enforcement partners substantially enhances law enforcement efforts to suppress the continually evolving and increasing number of cyber and electronic crime cases affecting communities nationwide.

* Target previously published in last year's Annual Performance report as 8,500. The program's rationale for increasing the targets are to make them more in-line with current results.

Protective Operations

Mission Program Goal: Protect our Nation's leaders and candidates, other designated individuals and facilities, the White House Complex, and National Special Security Events.

Mission Program Description: The Protective Operations program protects the President and Vice President and their families, former Presidents and their spouses, visiting heads of state and government, and other designated individuals. It also secures the White House Complex, Vice President's Residence, and other designated places; and designs, coordinates, and implements operational security plans for designated National Special Security Events (NSSEs). The program investigates, evaluates, disseminates, and maintains information concerning known, potential, or perceived threats to protectees, locations, and NSSEs. The program is staffed by Special Agents, Uniformed Division Officers, Technical Law Enforcement, and administrative, professional, and technical personnel that work closely with the military and with federal, state, county, local, and international law enforcement organizations to ensure mission success. This enables the Department to facilitate continuity of government and overall homeland security.

Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Percent of days with incident-free protection at the White House Complex and Vice President's Residence	Target	100%	100%	100%	100%	100%	100%	100%
	Result	100%	100%	100%	100%	100%		

Brief Description: This measure reflects the program's effectiveness in protecting the White House Complex and Vice President's Residence.

Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Percent of National Special Security Events that were successfully completed	Target	100%	100%	100%	100%	100%	100%	100%
	Result	100%	100%	100%	100%	100%		

Brief Description: This measure reflects the percent of successfully completed National Special Security Events where once the event has commenced, a security incident inside the USSS-protected venue did not preclude the event's agenda from proceeding to its scheduled conclusion.

Performance Measure		FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Percent of protectees that arrive and depart safely	Target	100%	100%	100%	100%	100%	100%	100%
	Result	100%	100%	100%	100%	100%		

Brief Description: This measure reflects the effectiveness of efforts to ensure safe travels (arrive and depart safely) for the President and Vice President of the United States and their immediate families, former presidents, their spouses, and their minor children under the age of 16, major presidential and vice-presidential candidates and their spouses, and foreign heads of state.

Section 3: Other Information



The ***Other Information*** section contains a presentation of our Agency Priority Goals and Acronyms used in the report.

FY 2020-2021 Agency Priority Goals⁴ (APG)

DHS's APGs are a set of focused initiatives that support the Department's achievement of key priorities and are one of the tenets of GPRAMA. APGs are defined for a two-year implementation period which provides opportunities for leadership to significantly drive improvement in near-term performance. For more information on the measure descriptions and methodologies, see Appendix A. A brief summary of the FY 2020 results is provided below.

Agency Priority Goal 1: Enhance Southern Border Security

Goal Statement: Improve security along the U.S. borders between ports of entry with emphasis on the Southwest Border.

APG Measure Results

Strategy 1: Implement the OPCON framework to the field

- 1.1: Percent of Southwest Border sector planned strategies associated with the Operational Control framework that are completed (APG Key Measure, FY 2020 Target: 60%, FY 2020 Result: 85%)
- 1.2: Percent of milestones met for establishing Northern Border measures that will integrate the Operational Control framework (FY 2020 Target: 100%, FY 2020 Result: 100%)

Strategy 2: Situational Awareness

- 2.1: Percent of time the U.S. Border Patrol reaches a detection site in a timely manner to assess the nature of detected activity in remote, low-risk areas of the Southwest and Northern Borders (FY 2020 Target: 95%, FY 2020 Result: 95.3%)
- 2.2: Percent improvement in the surveillance capability score on the Southwest Border (No data for FY 2020)

Strategy 3: Response and Law Enforcement Resolution

- 3.1: Rate of interdiction effectiveness along the Southwest Border between ports of entry (FY 2020 Target: 81%, FY 2020 Result: 79.4%)
- 3.2: Percent of U.S. Border Patrol agents who are trained and certified to perform enforcement actions (FY 2020 Target: 94%, FY 2020 Result: 96%)

Strategy 4: Impedance and Denial

- 4.1: Number of known illegal entries between the ports of entry on the Southwest Border (FY 2020 Target: 790,000, FY 2020 Result: 652,874)
- 4.2: Percent of illegal entrants apprehended by the U.S. Border Patrol in the Containment Zone along the Southwest Border between ports of entry (FY 2020 Target: 70%, FY 2020 Result: 57.9%)

⁴ APG measure results for FY 2020 are provided for each DHS APG. APG's will not report in FY 2021 due to changes in Administration priorities.

Agency Priority Goal 2: Strengthen Federal Cyber Security

Goal Statement: Protect federal networks by defending against threats and assisting agencies in managing risk.

APG Measure Results

Strategy 1: Increase Enterprise Risk Posture Awareness

- 1.1: Percent of agencies for which a reliable Agency-Wide Adaptive Risk Enumeration score can be calculated for assets reporting to the federal dashboard (FY 2020 Target: 100%, FY 2020 Result: 0%)
- 1.2: Percent of agencies who have established a data connection and begun providing user access data to the federal dashboard (FY 2020 Target: 100%, FY 2020 Result: 25%)
- 1.3: Percent of agencies where IT hardware devices reported in the Federal Dashboard is within ten percent of agency self-reported numbers for Federal Information Security Management Act devices
- 1.4: Percent of agencies where the number of active users in the Federal Dashboard is within ten percent of agency self-reported numbers for Federal Information Security Management Act users

Strategy 2: Mitigate Known Vulnerabilities

- 2.1: Percent of critical and high vulnerabilities identified through cyber hygiene scanning mitigated within the designated timeline (FY 2020 Target: 70%, FY 2020 Result: 75%)
- 2.2: Percent of mitigation activities for critical and high structural-based vulnerabilities identified through high value asset (HVA) assessments that are on schedule (FY 2020 Target: 60%, FY 2020 Result: 32%)
- 2.3: Percent of critical and high configuration-based vulnerabilities identified through high value asset assessments mitigated within 30 days (APG Key Measure, FY 2020 Target: 70%, FY 2020 Result: 30%)

Strategy 3: Manage Malicious Incidents

- 3.1: Percent of potential malicious cyber activity notifications where impacted agencies were alerted within the specified timeframe (FY 2020 Target: 75%, FY 2020 Result: 93%)
- 3.2: Percent of potential malicious cyber activity notifications where the notified agency acknowledges receipt (FY 2020 Target: 75%, FY 2020 Result: 93%)
- 3.3: Percent of potential malicious cyber activity notifications confirmed by agencies as not malicious (FY 2020 Target: 15%, FY 2020 Result: 55%)

Human Capital Operating Plan⁵ (HCOP)

Primary Goals of the HCOP

The Office of the Chief Human Capital Officer (OCHCO) provides thought leadership and guidance to the DHS human capital community to support the mission of the Department. Partnering with the human capital officers from each of the DHS Components through the Human Capital Leadership Council (HCLC), OCHCO articulates the DHS human capital goals and Department-wide programs and initiatives for the fiscal year in the Human Capital Operational Plan (HCOP or Plan). The plan is required in accordance with 5 Code of Federal Regulations §250.205, Strategic Human Capital Management, including the Federal Human Capital Framework and Federal Workforce Priorities. The plan further addresses skills and competency gaps in the Priority Mission Critical Occupations (PMCO), the Human Resources (HR) community, and the cybersecurity workforce.

The HCOP for fiscal years (FY) 2020 – 2024 identifies multi-year priorities that advance the human capital objectives and activities described in the [DHS Strategic Plan for FY 2020 – 2024](#). It provides the accountable structure and performance metrics that support a unified approach to advancing these priorities and strengthening human capital service delivery Department-wide. For this reason, the annual HCOP has been replaced with a quadrennial Plan.

The current Plan retains the three key HCLC priorities from the FY 2019 HCOP: *HR Academy*, *Employee and Family Readiness (EFR)*, and *Human Resources Information Technology (HRIT)*. However, in FY 2020, the HCLC priorities were revised by the Department’s human capital leaders to reflect a new and evolving focus. The key priorities—in addition to the recruitment, hiring, and retention of the Department’s Mission Critical Occupations (MCOs)—represent a commitment and concerted effort shared by all DHS Components. These HCLC priorities are detailed below.

- **HR Academy** – Provides education, training, and career development opportunities to DHS HR professionals by strengthening service delivery through enhanced federal Human Capital (HC) core competencies; to shape and build a highly qualified, effective, mission-focused, and resilient HC workforce; and empower current and future HC professionals with the necessary tools to achieve their career goals. HR Academy outlines sequential and progressive training for functional specialties as well as supervisory and leadership development. The Academy also provides competency development in all aspects of HR management, manpower and resource management, equal employment opportunity, information management, and acquisition management.
- **Employee and Family Readiness (EFR)** – Is a Secretarial priority established to improve readiness of DHS employees—and support of their families—by increasing awareness, access to, and delivery of programs, benefits, and resources vital for resilience and health. Comprised of members from DHS Components, the Employee and Family Readiness Council (EFRC), the Resilience Health and Performance Committee, and the Workforce Readiness Committee work together to coordinate and unify programs that bolster a stronger, mission-ready workforce by promoting family, financial, and personal wellness among the

⁵ Due to the delay in publication, some milestones have been completed.

Department's employees. Of the 18 family resilience issues being systematically addressed by the EFRC, the top five have been and, in light of the pandemic, continue to be: General Stress, Dependent Care (childcare), Personal Relationship Issues (couples), Mental Health, and Financial Concerns.

- **HR Information Technology (HRIT)** – The mission of this initiative is to increase functionality and reduce redundancies of HR systems across the DHS by implementing and managing consolidated suites of modernized business solutions. HRIT is positioned to deliver new, more efficient, and expanded HRIT automation capabilities across the DHS. Coupled with our data analytics capabilities, HRIT will change the nature of the HC workload. The HRIT Executive Steering Committee (ESC) provides Department-wide strategic direction for the implementation of all associated HRIT services and solutions. The HRIT ESC works to strengthen the governance over the DHS HRIT portfolio initiatives to automate transactional HR functions that are being performed manually, direct investment in enterprise-wide solutions to replace legacy systems, and ensure alignment of the portfolio with the Department's human capital objectives.

In addition to the three HCLC priorities, the HCOP also highlights two Department-wide Human Capital Initiatives: *Inclusive Diversity* and *DHS Cybersecurity Workforce*.

- **Inclusive Diversity (ID)** – This initiative aims to elevate the human experience by unleashing the power of the shared human spirit, expanding opportunities to grow and serve together while leading with the intention to make a difference. Inclusive Diversity focuses on improving our employee culture, using demographic data analytics and innovative programs and through best practices in Diversity and Inclusion training and cultural competencies and inclusive behaviors, while also driving a better return on our investments in recruiting. ID emphasizes the importance of building inclusive workplaces, which are comprised of a set of behaviors that promote collaboration and high performance, creativity and innovation, fairness and respect, and an environment where employees believe they belong. The Department has one of the most diverse workforces in the Federal Government with notable accomplishments in veteran recruitment, employment of Individuals with Disabilities, and Diversity and Inclusion (D&I) management.
- **DHS Cybersecurity Workforce** – Strengthening cybersecurity is one of the Department's top priorities. The Cybersecurity Workforce initiative focuses on leveraging cybersecurity workforce planning and analysis to ensure clear understanding of current cybersecurity bench strength to meet mission needs and to be responsive to statutory reporting requirements, including those associated with the Cybersecurity Workforce Assessment Act (P.L. 113-246) and the Federal Cybersecurity Workforce Assessment Act of 2015 (P.L. 114-113, tit. III). This initiative also focuses on implementing the broad authority Congress granted the Secretary in P.L.113-277 (6 U.S.C. § 658) to establish an alternative personnel system to recruit and retain cybersecurity talent in order to address cybersecurity mission needs. The Cyber Talent Management System (CTMS) will strengthen our cybersecurity workforce through new recruiting, hiring, retention, and compensation practices. Employees hired and managed using CTMS will be part of the DHS Cybersecurity Service, and will contribute to the Nation's cybersecurity, while enhancing their cybersecurity expertise. CTMS is an example of civil service reform for cybersecurity work, providing a new way to enter public service and join the broader team of federal employees supporting

the Department's cybersecurity mission. CTMS and the DHS Cybersecurity Service are projected to come on-line in FY 2021.

Progress Update

Despite the challenges presented by the pandemic, there has been significant progress made by each Priority.

HR Academy

- **Centralized Training Program** – To date, the Centralized Training Program invested over \$200,000, resulting in a 50 percent savings. The HR Academy has successfully implemented 20 courses and trained more than 400 employees. As a result of the COVID-19 pandemic, all courses are offered virtually.
- **Career Mapping System** – The Career Mapping System was launched in Q4 of FY 2020. This system allows registrants to conduct a self-assessment that will generate a customized career map tailored to individual career objectives. These assessments are linked to Skillsoft courses as well. More than 250 employees registered within the first few months of launching the system.
- **Learning Cafés** – The Academy has facilitated 12 Learning Cafés with more than 1,000 participants collectively. A Learning Café is virtual training offered to employees with specific focus on various HR-related topics – including, but not limited to, Labor Relations, Executive Speaker Series, Ask the CHCO, Microsoft Excel, remote collaboration and meetings, and coaching sessions.
- **Virtual Road Shows** – As a method for promoting human capital resources, the Academy has conducted 12 Virtual Road Shows resulting in more than 400 participants. These Road Shows provide a virtual overview of HR Academy's extensive training and career development resources available to DHS HR employees.

Employee and Family Readiness (EFR)

- **Dependent Care** – In FY 2020, OCHCO initiated a DHS childcare needs assessment. However, due to the COVID-19 pandemic, the study was put on hold in June 2020 to allow stabilization of the childcare landscape and the school year to begin. The results of the assessment will be reported and finalized in Q2 of FY 2021. Recommendations will include relevant changes to childcare since the pandemic occurred.
- **Personal Relationships** – In FY 2020, two residential Strong Bonds workshops were held (Arlington, VA and Cape May, NJ) with approximately 30 participants. The Strong Bonds training is a relationship enhancement class that was created and implemented to aid DHS employees in becoming a more resilient workforce. It is based on more than 30 years of empirical research in the field of relationship health and was designed specifically for DHS by PREP, Inc., a resource development company focused on supporting healthy and happy relationships. Since April, participation has increased with over 500 virtual links disseminated across the Department.

- **General Stress/Mental Health** – There have been 12 residential mindfulness and resiliency workshops. To expand the program, there have been 14 multi-Component virtual “mindfulness awareness” trainings, and four FLETC-specific virtual training sessions. Collectively, there have been approximately 1,700 employees and students trained. These “Mindfulness Awareness” trainings provide DHS employees with meditation techniques to reduce stress and balance mental challenges. Stressors, combined with the challenges of COVID-19, can lead to emotional exhaustion and psychological conditions such as anxiety, insomnia, and depression.
- **Social Connectedness** – In January 2020, the [DHS.gov](https://www.dhs.gov) employee resources website launched. The website provides access to resources, blog articles, and points of contact for all work-life and wellness-related questions. Since launching, DHS employees have heavily utilized the site. In September 2020, EFR launched a website tailored to the [children](#) and [spouses](#) of DHS employees.
- **Financial Concerns** – In 2019, the EFRC published monthly articles for the “*Invest in your Financial Health*” [campaign](#). Since February 2020, the publication has increased to twice a week distribution, and incorporates [financial resources](#), fiscal well-being, and financial health topics.

HR Information Technology (HRIT)

In FY 2020, the HRIT Program successfully achieved its acquisition lifecycle milestone approving the approach to provide service solutions for Position Management, Employee Performance Management, Talent Development and Training, Employee Relations, Labor Relations, and the Human Capital Enterprise Information Environment (*a data repository supporting transactions, reporting, and analytics across the Department*). DHS successfully migrated two thirds of Customs and Border Protection’s (CBP’s) 58,000 employees to the DHS enterprise-wide time and attendance solution. The last portion of the workforce is expected to be migrate in FY 2023 (based on implementing upgrades to scheduling tools). The HRIT Program completed numerous data interchanges to collect data (such as training data) from all Components for reporting and data analytic purposes, including automated submission to official record-keeping repositories. With its successes, the Program was able to successfully address several Government Accountability Office (GAO) audit findings.

Inclusive Diversity (ID)

In FY 2020, DHS Inclusive Diversity (ID) education curriculum was developed. This curriculum focuses on the individual employee and aims to build a broad and cohesive DHS employee experience. The DHS ID curriculum consisted of 15 virtual (*formerly in-person*) workshops, train-the-trainer sessions, diversity dialogues programs, train-the-facilitator sessions, as well as enterprise-wide consulting services. The DHS ID curriculum also aligns with the draft FY 2021 – 2024 Inclusive Diversity Strategic Plan. In lieu of FY 2020 in-person recruiting and outreach events, OCHCO, in partnership with the Components and HQ Offices, led a robust campaign of “*DHS is Hiring*” webinars to highlight Department-wide missions and current job opportunities. This included 23 webinars with more than 10,000 participants combined. Additionally, OCHCO coordinated five virtual hiring events; enhanced the Strategic Marketing, Outreach, and

Recruitment Engagement (SMORE) to provide greater transparency on recruitment activities and costs across the enterprise; launched the Veteran Employment Resource Center; and made significant progress on the revised FY 2021 – 2024 Strategic Outreach and Recruitment Plan.

Cybersecurity Service

During FY 2020, the OCHCO submitted the final Comprehensive Workforce Update (for Fiscal Years 2018 and 2019) to Congress. OCHCO continued to focus on accurately identifying and coding its cybersecurity positions and employees according to the National Initiative for Cybersecurity Education. Through cross-Component collaboration, OCHCO successfully completed the coding of all 2210-IT Specialist positions, resulting in an 18 percent increase in overall coding – from 56 percent in October 2019 to 74 percent in August 2020. OCHCO also closed GAO Audit, *Solving the Federal Cybersecurity Workforce Shortage - GAO18-175*, which included six recommendations. In addition, OCHCO continues to finalize a new cybersecurity-focused personnel system, the CTMS. In FY 2020, there was continuous refinement of key elements of the CTMS, including DHS standards for describing work, proactive recruitment methods, custom hiring assessments, market sensitive salary structures, and development-focused rules for career progression. The initial CTMS launch, which will include hiring of DHS Cybersecurity Service employees in CISA and OCIO, is scheduled for mid-FY 2021.

Challenges

Amid the constantly changing environment, the DHS demand for essential human capital services continued to grow. However, as the shift to virtual work occurred due to the pandemic, many of the projects/initiatives normal operations were temporarily interrupted and/or redirected. The DHS workforce became focused on the response and preparedness to COVID-19 related needs across the country.

For HR Academy, EFR, and Inclusive Diversity, resources were focused on the development of innovative, effective, and efficient delivery of virtual training and workshops. In addition to the timeline delays, OCHCO was also impacted by resource limitations as the demand for virtual training has and will continue to increase – specifically for the Centralized Training Program in FY 2021.

As the HRIT enterprise-wide solution work continues, OCHCO is challenged with identifying solutions flexible enough to meet the unique mission needs of each Component, Department-wide new software application trainings, budgetary needs, resource limitations, and competing internal and external oversight requests at various levels.

Lastly, due to the transformative nature of the cybersecurity service effort, as well as the need for specialized employees and payroll systems for implementation, the rulemaking establishing CTMS and the DHS Cybersecurity Service was delayed.

Next Steps

The following table outlines OCHCO's next steps/milestones for each priority.

HCOP Priorities	Next Steps	Target Date
HR Academy	Implement 40 new training courses in the Centralized Training Program	FY 2021 – Q4
	Enhance the Career Mapping System with the addition of new occupational series as well as increase the enrollment. <i>(Pending funding availability)</i>	FY 2021 – Q4
Employee & Family Readiness (EFR)	<i>Dependent Care:</i> Determine the feasibility of recommendations received from the Needs Assessment report and implement accordingly.	FY 2021 – Q2
	<i>Total Wellness:</i> Focus on a more comprehensive, inter-related approach to address general stress, mental health, personal relationships, and physical well-being. Virtual offerings for Strong Bonds and mindfulness will continue to be made available to improve relationships and resiliency, respectively.	FY 2021 – Q4
	<i>Financial Concerns:</i> The EFRC is considering strategy to include additional employee outreach, virtual financial fairs, and exploring commercial options for providing financial literacy training, resources, and information to employees and families given the unknown financial fallout of the COVID-19 pandemic.	FY 2021 – Q4
	<i>Social Connectedness:</i> <ul style="list-style-type: none"> • Increase awareness of the Employee Resources website to include highlighting the content specific pages for kids and spouses. • Continue the twice a week publication of the EFR blog focused on all EFR priority areas and concerns resulting from the pandemic. • Promote “organic” care groups to enable HQ Offices and Components to establish as-needed support groups to address emerging employee needs (i.e. tutorial resources, parenting support, engagement in a virtual world). • Embrace “onboarding of a family” concept to ensure resources, services, and programs are widely disseminated to employees and their families upon arrival to DHS. 	FY 2021 – Q3
Human Resources Information Technology (HRIT)	Pursue the acquisition of flexible solutions that meet the unique mission needs of each Component, and department-wide new software applications trainings solutions, including security approval, configuration to meet DHS-wide and Component-specific needs, and implementation planning across the DHS, including training for users.	FY 2021
	Plan for solutions that will be delivered such as workforce health and safety solutions, and compensation and benefit tools to benefit the DHS workforce as well as their families and beneficiaries.	FY 2022
Inclusive Diversity	Review ID materials to ensure compliance with Executive Order 13950	FY 2021 – Q1
	Collaborate with Strategic Learning, Development and Engagement (SLDE) on virtual training platforms to execute and deliver ID training	FY 2021 – Q1
	Implement MOUs with HEAs and strengthen relationships w/ MSIs	FY 2021 – Q3
	Redesign of ID programs to include online learning approach, micro-learning, and smart phone-based app, where practical	FY 2021 – Q4
	SMORE Enhancements for greater ROI and trends analysis	FY 2021 – Q4

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HCOP Priorities	Next Steps	Target Date
	Collaborate with Human Capital Business Solutions (HCBS) on virtual hiring platform shared across DHS Components	FY 2021 – Q4
DHS Cybersecurity Workforce	Publish the Cybersecurity Talent Management System (CTMS) rulemaking	FY 2021 – Q3
	Launch public relations campaign for new DHS Cybersecurity Service	FY 2021 – Q3
	Use CTMS to hire the first 150 DHS Cybersecurity Service employees	FY 2021 – Q4
	Use CTMS to hire an additional 150 DHS Cybersecurity Service employees	FY 2022

The DHS mission is complex, multifaceted, and at times dangerous. The novel Coronavirus has brought with it a renewed focus on the health and safety of our workforce as well as a determination to remain committed to assessing and meeting human capital needs. The Department’s workforce must be flexible and ready to pivot at a moment’s notice to respond to future challenges, such as COVID-19 and other unknown or unexpected threats. OCHCO has worked to research and examine concepts, scenarios, and planning centered around “the future of work,” and will partner with DHS Components and other stakeholders to assess and ensure strategic readiness to meet future mission requirements.

Emerging trends in artificial intelligence (AI), robotics, climate change, and other important factors will impact the DHS mission and workforce in the future. The future will always contain unknowns, but with informed future of work and workforce planning activities, combined with innovative initiatives, DHS will have a prepared, agile, and resilient workforce that will be ready.

Acronyms

ALOS – Average Length of Stay	ICE – U.S. Immigration and Customs Enforcement
APG – Agency Priority Goal	IPAWS – Integrated Public Alert Warning System
CBP – U.S. Customs and Border Protection	IT – Information Technology
CFO – Chief Financial Officer	MEOV – Mobile Emergency Office Vehicle
CISA – Cybersecurity and Infrastructure Security Agency	NFIP – National Flood Insurance Program
COO – Chief Operating Officer	NSSE – National Special Security Event
CWMD – Countering Weapons of Mass Destruction Office	OIG – Office of Inspector General
DHS – U.S. Department of Homeland Security	OMB – Office of Management and Budget
DPIO – Deputy Performance Improvement Officer	OPCON – Operational Control
ERO – Enforcement and Removal Operations	OPS – Office of Operations Coordination
FEMA – Federal Emergency Management Agency	PA&E – Office of Program Analysis and Evaluation
FLETC – Federal Law Enforcement Training Centers	PIO – Performance Improvement Officer
FY – Fiscal Year	PMDF – Performance Measure Definition Form
GAO – Government Accountability Office	SEAR – Special Event Assessment Rating
GPRA – Government Performance and Results Act	S&T – Science and Technology Directorate
GPRAMA – GPRA Modernization Act	TSA – Transportation Security Administration
HCOP – Human Capital Operating Plan	USCG – U.S. Coast Guard
HSE – Homeland Security Enterprise	USCIS – U.S. Citizenship and Immigration Services
HVA – High Value Assets	USM – Under Secretary for Management
I&A – Office of Intelligence and Analysis	USSS – U.S. Secret Service
ICD – Intelligence Community Directive	

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